

EXHIBIT C

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#Author	jgoodman@uber.com	SEMANTIC
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Collaborators	meredith.moore@uber.com; dennis.cinelli@uber.com; chantelle.uys@uber.com; helen@uber.com; carrol@uber.com; gus@uber.com; hollis@uber.com; dportugal@uber.com; jennyluu@uber.com; charlotte.abid@uber.com; amr@uber.com; todd.gaddis@uber.com; whaling@uber.com; andrew.moon@uber.com; binnings@uber.com; nilles@uber.com; rcrowley@uber.com; kateparker@uber.com; troys@uber.com; alastair@uber.com; dimas@uber.com; ngreene@uber.com; ksengupta@uber.com; abyryne@uber.com; haas@uber.com; ammad@uber.com; amartya@uber.com; carley@uber.com; susannahd@uber.com; bruce.yan@uber.com; jeb@uber.com; carolyn.vespa@uber.com; ruben@uber.com; frank@uber.com; akankshu@uber.com; hahn@uber.com; carolina.corral@uber.com; kaminski@uber.com; nick.silver@uber.com; kaiser@uber.com; tforan@uber.com; samarth.kejriwal@uber.com; jess.donald@uber.com; vaibhav@uber.com; bmontu@uber.com; parr@uber.com; sunny.wong@uber.com; jena@uber.com; xiaoxiao.tan@uber.com; bmar@uber.com; dreid@uber.com; mccann@uber.com; christian.gutierrez@uber.com; drivestorage2@uber.com; dbogadi@uber.com; mckelvy@uber.com; safety-insurance-eng@uber.com; stand-for-safety-steering@uber.com; safety-insurance-product@uber.com; safety-insurance-eng-leads@uber.com; safety-insurance-marketing@uber.com; safety-insurance-leadership@uber.com; safety-insurance-bi@uber.com; elt@uber.com; UNKNOWN	SEMANTIC
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This document is, and forever will be, a
WORK IN PROGRESS

STAND FOR
SAFETY

#1 2018
Priority

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Stand for Safety Introduction

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Uber safety

Make Uber the **safest**
and the **most trusted**
transportation choice,
and **support** riders
and drivers with
empathy and **care**
if things go wrong.

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Slide 3 Notes

Unpacking “safest and the most trusted”, there is a reciprocal relationship between safety and trust. We focus intentionally on both trust and safety because working together, they have a direct impact on rider and driver behavior.

‘The more I trust you, the safer I feel.’

Trust is the stickiness that keeps riders and drivers connected to the brand as it evolves; or it can be a leaky sieve that causes them to stray.

‘The safer I feel, the more I trust you.’

Perceived safety is the roadblock that keeps riders and drivers off the platform, or the motivator that gets them to try us.

EMPATHY and CARE: We must take responsibility and show empathy and care vs. being perceived as cold, robotic and transactional.

Trust is built through many small interactions

Getting serious about safety

“

While we've made efforts to be safe, we've also made tradeoffs ...

Not anymore. It's crucial for our business and it's important for our brand, and I truly believe that we can set the bar for safety in the ridesharing industry.”

- Dara Khosrowshahi, CEO



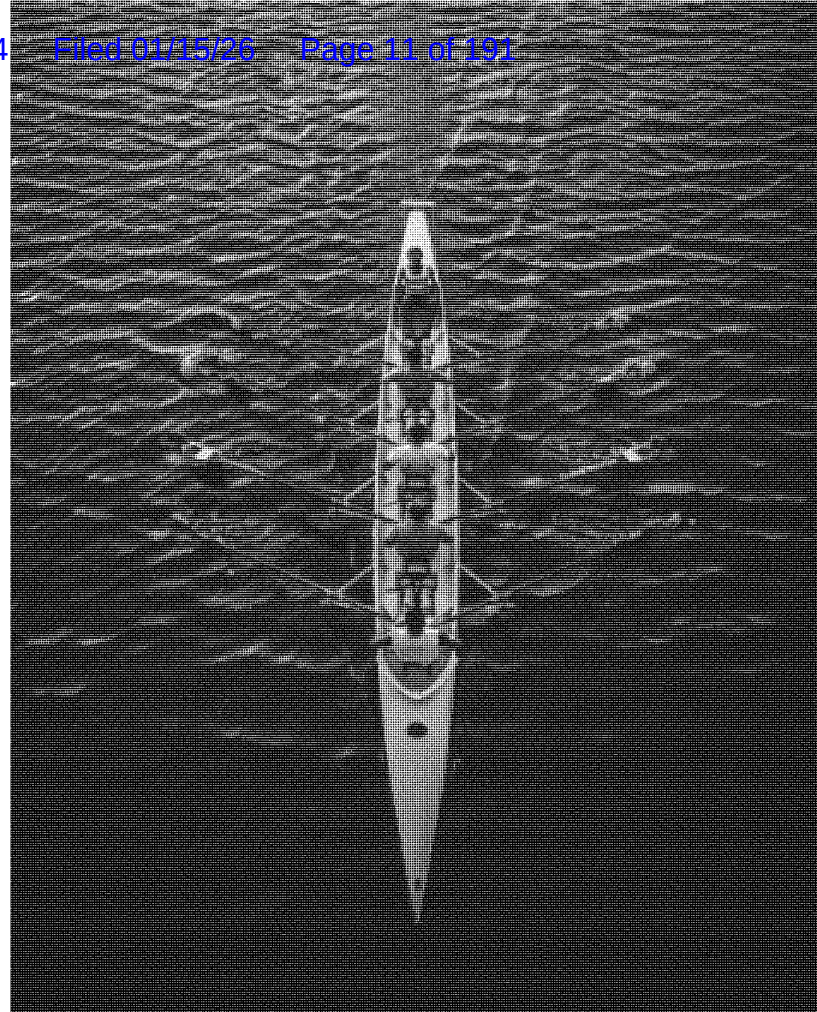
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We can't all just row hard,
we must row smart
and in the same direction

- Dara Khosrowshahi, CEO



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Stand for Safety

Overall Goal

Work as a **unified global team** to design, deliver and market safety improvements that protect our consumers, build our business and make us the undisputed industry leader.

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Slide 6 Notes

Global Strategy and Execution that unites Uber around the Stand for Safety.

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IN 2017 WE STARTED BY:

- Integrating Safety, Insurance, Litigation and Claims into a single 180+ team
- Building up Regional Safety Team capacity across all Mega-Regions
- Launching first global safety product bundle with Driver Share Trip and Social Connect
- Expanding Real-time ID check in 50 countries
- Rolling out blanket auto coverage across LatAm
- Driving change with a corporate-wide, message on Sexual Assault prevention
- Tracking Safety Sentiment with global, data-backed approach

Announcing Safety as the #1 priority for 2018!

**We have already
begun!**

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Stand for Safety

This deck outlines how we
will build on these efforts
for 2018 ...

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Slide 8 Notes

Global Strategy and Execution that unites Uber around the Stand for Safety.

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- **2018 Objectives**
- **Stand for Safety Pillars**
- **Global, Cross-functional Team**
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 - Global Steering Committee
 - Mega-Regional Teams
- **Alignment & Reporting**
 - Meeting Cadence
 - Tracking and Reporting
- **Strategy Framework**
 - Strategy Summary
 - 2018 Timeline
 - KPIs

2018 STAND FOR SAFETY STRATEGY

INSIGHTS

- **Safety Narrative and History**
- **Key Regional Insights**
- **Global & Cross Functional Insights & Plans**
- **Success & Priorities**

STRATEGY DEEP DIVE

- **Stand for Safety Pillars**
- **Big Rocks**
- **Key Projects**

Stand for Safety Operating Model

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Stand for Safety

Key Tenets:

- Infuse **regional insights and ownership** into all we do
- Unify around a single strategy
- Organize around “Pillars” and “Big Rocks”
- Led by an ELT leadership group & global steering committee
- Focus on the Rides and Eats, with an eye to platform
optionality of Works and other new initiatives.
- Align globally and be regionally-led in our execution
- Fix the foundation and make and tell the stories

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Slide 11 Notes

Global Strategy and Execution that unites Uber around the Stand for Safety.

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Stand for Safety - Company Priorities

OBJECTIVES

Get our foundation solid: no compromise on table stakes

Become an industry leader on safety incident prevention and response

Ensure users and public feel and see that Uber is deeply committed to safety

KPIs

Safety Incidents: Reduce serious crashes and interpersonal safety incident rate

Safety Perception: Increase % of general population & customers who agree that “Uber is committed to Safety”

Compliance: Full Compliance in our markets

We organize our work into...

Priorities

The 4 fundamental areas of work

E.g. "Safety Commitment"

Pillars

The underlying functional workstreams

E.g. "Sentiment"

E.g. "Education"

Big Rocks

The key problems and opportunities we need to tackle within each Component.

E.g. Building an Inspiring Narrative

Big Rock 2

Big Rock 3

Projects

The work we'll do to address our Big Rocks.

Project 1: New Safety Narrative

Project 2

Project 2

2018: Stand for Safety Priorities

Our 2018 global stand for safety strategy has four priorities, grounded in key insights:

1
**Access
Compliance**

Elevates the standards of the industry with clear platform protocols, strong governance and robust screening technology.

2
**Trip & Delivery
Experience**

Gives peace of mind and stops a potential safety concern in its tracks by innovating on new solutions and approaches.

3
**Protections &
Response**

Universally support riders and drivers with empathy and care in times of need.

4
**Safety
Commitment**

Users and the public see and feel that Uber is deeply committed to safety.

2018: Stand for Safety Pillars

And Pillars to align functional and global plans and progress:



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Our **operating model** is organized to to ensure a fully **global** and **cross-functional** approach:

Executive Committee

Executive Team: Responsible for top-down governance, resource decisions and overall KPIs.

Global Steering Committee

Core Team: Drives global alignment on prioritization and reports progress to executive leadership on company level KPIs.

Mega-Regional Owners

Mega-Region Head of Safety Ops: Responsible for driving regional implementation plans, fully aligned to the global strategy. This includes assigning functional owners to each pillar and updating regional leadership.

Global Priority Champions

Functional Leadership: Sets the global strategy for each pillar.

Executive Committee



Barney Harford
Chief Operating
Officer



Tony West
Chief Legal
Officer



Jill Hazelbaker
SVP, Policy and
Communications



**Andrew
Macdonald**
RGM Americas



Rachel Holt
VP New Modalities



Gus Fuldner
Head of Safety
& Insurance



Scott Schools
Chief Compliance
and Ethics Officer



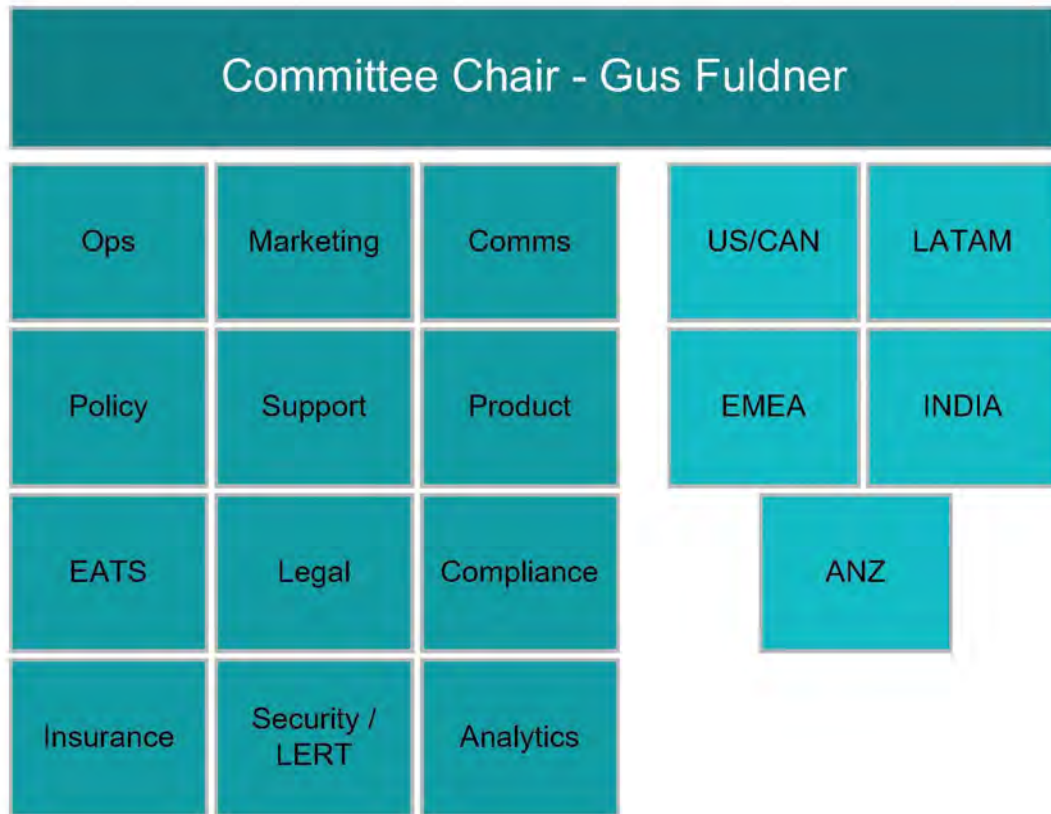
Troy Stevenson
Global Head of
CommOps

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Global Steering Committee



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Slide 18 Notes

Add Jill to the Exec Committee

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Global Priority Champions

Agenda	Leads
Access Compliance	<ul style="list-style-type: none">• Krishna Juvvadi• Scott Binnings• Abhishek Kumar• Jaimin Gandhi• Carolyn Vespa
Trip Experience	<ul style="list-style-type: none">• Sachin Kansal• Peter Deng
Protections and Response	<ul style="list-style-type: none">• Curtis Scott• Katie Waitzman• Roger Kaiser
Safety Commitment	<ul style="list-style-type: none">• Kate Parker• Brooke Anderson

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Slide 19 Notes

Add Jill to the Exec Committee

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Mega-Regional & Regional Teams

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Mega-Regions	EMEA	US/CAN	LATAM	ANZ	INDIA
Regional Owner	David Myers	Danielle Sheridan	Charlotte Serres	Sean McIntyre	Krishna Veer Singh
Access Compliance	Natalie Greene Tommy Sendra	Akhil Gupta	Stiven Rodriguez Sandra Velasco	Ed O'Brien Rob Chan	Prabhat Rastogi
Trip & Delivery Experience	Led by Safety Product Team Regional Leads to represent insights and business needs to Safety Product				
Protections & Response	Morgan Landsberger Russell Corbould-Warren Viktoria Mazaite Sharif Ishaque	Greg Brown Sean Fitzsimmons Randall Brenner	Michael Raney Alex Arceo Carolina Corral Alfonso Gonzalez Gui Nazar	Mike Son Rick Frey	Vinay Karodia Mayank Rajput Namrata Sondhi
Safety Commitment	Mallory Warner Badia Berrada	Ali Quarforth Peyton Newquist Tracey Breedon	Dimitri Alejo Marko Setti Cristina Lago Marcio De Meo	Jenna Collard Nicky Preston Megan Smith	Lavani Agarwal Prasidha Menon

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Stand for Safety Alignment & Reporting

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Meeting Cadence

Meeting	Frequency	Purpose	Attendees
Global Stand for Safety Summit	1x per H	Provide a global unified strategy	Executive Team, Steering Committee and Key POCs
Executive Team Syncs	Every 6 Weeks	Update on company-wide progress & business strategy	Executives
Global Steering Committee Sync (week prior to exec team sync)	Bi-weekly	Strategic updates and unblock key challenges Rotating check-in on pillar level progress globally.	Global Steering Rotating functional reviews
Story Standups	Monthly	Project manage execution of Stand for Safety stories in coordination across all pillars.	Comms + Marketing
ELT Reports	Monthly	Share awesome work with ELT	Mac, Tony

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Tracking & Reporting

Tracking:

- Mega-regional email update monthly
- Unified Global Safety Marketing Calendar
- Unified Safety Product Calendar

Reporting:

- All Hands Updates
- Team@ Emails (approx. bi-annual) - Substantial Updates

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Global Launch Summit

Kick Off: Leadership Summit Agenda

Feb 27-28 @ 555 / HQ

Goal:

- Drive Alignment Across Stand for Safety Operating Program & Strategy

Objectives:

- Communicate top-level executive strategy and guidance
- Establish a shared definition of what it means for Uber to Stand for Safety
- Infuse global insights to help shape the Stand for Safety strategy
- Build a strategic, well-planned, tightly coordinated global and cross functional effort

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Slide 25 Notes

Anyone have questions?

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Stand for Safety Summit Content Index

Day 1 Master Deck

- **Foundational Overviews & Executive Speakers:**
 - [ELT Sponsor Kick-off](#)
 - [Stand for Safety Overview](#)
 - [Safety Data Overview](#)
 - [External Speaker - Cindy Southworth](#)
 - [Product Vision & Roadmap](#)
 - [Safety Perception](#)
 - [Mega-Regional Safety Landscape](#)

Stand for Safety Summit Content Index

Day 2 Master Deck

- **Action Oriented Electives:**

- [Pillar Strategy Overview](#)
- [IFC Research - Driving Toward Equality](#)
- [Product Deep Dive on Key Features](#)
- [How to Safety Research Works](#)
- [Safety Comms - Managing Crisis](#)
- [Building Effective Partnerships](#)
- [Summit Recap](#)

- **Deep Dive Working Sessions**

- [Access Compliance](#)
- [Safety Commitment](#)
- [Trip Experience](#)
- [Protections & Response](#)

Stand for Safety Strategy Framework

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Strategy Summary

1 Access Compliance at a Glance ([link](#))

Elevates the standards of the industry with clear platform protocols, strong governance and robust screening technology.

2 Trip Experience at a Glance ([link](#))

Gives peace of mind and stops a potential safety concern in its tracks by innovating on new solutions and approaches.

3 Protections & Response at a Glance ([link](#))

Universally support riders and drivers with empathy and care in times of need.

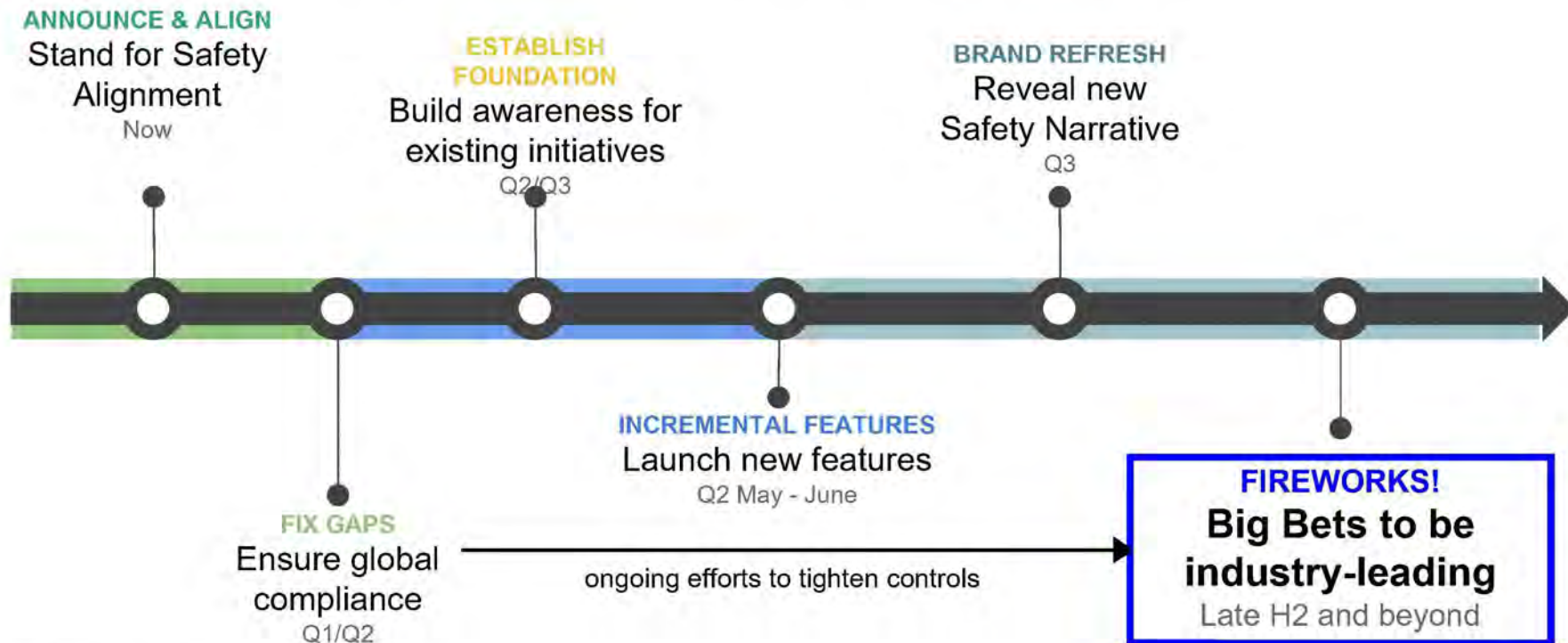
4 Safety Commitment at a Glance ([link](#))

Users and the public see and feel that Uber is deeply committed to safety.

Our work is **strategically aligned** to ensure success for all teams through the following stages of development...



Throughout 2018 we will ramp up our efforts by solidifying our foundation and preparing for **Big Bets in H2**



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Slide 31 Notes

2018 chart - that compresses into the first two dots -

No random noise now - fix the gaps

House-keeping

Features

Foundational Work

Summer - Brand Refresher

Safety, Safety, Safety - H2

Brand launch

Strategy Summary

Strategy

In 2018, we will take a stand and make it clear to riders, drivers, and the communities we serve that Uber **Stands for Safety**.

By ensuring global compliance, **proving that Uber is deeply committed to safety**, and becoming an **industry leader in safety**, we will show:

We prioritize people. We make the choice to put our smarts and resources towards protecting our consumers. It isn't always easy, but it is always the right thing to do.

We will work across Product, Operations, Legal, Marketing, Communications, Policy, Customer Service (and more) bringing the best of a cross-functional Uber to bear for Stand for Safety.

We will meet our commitments by building, implementing and announcing (where appropriate) key improvements in 4 main priorities:

- Compliance
- Trip Experience
- Protections and Response; and
- Safety Commitment

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Stand for Safety Insights

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Stand for Safety Key KPIs

METRICS	Owner	Source	Frequency	H1 2018 Goal	Applications
Accident Rate Serious Accidents/MM trips	Frank Chang	Serious Incident Dashboard	Monthly	5% rate reduction globally	Trends over time at the mega-regional and country level for Trips with auto accidents where serious injury or fatality has been reported
Interpersonal Incident Rate Serious interpersonal incidents/MM trips	Frank Chang	Serious Incident Dashboard	Monthly	5% rate reduction globally	Trends over time at the mega-regional and country level for trips with an alleged serious IPC
Safety Sentiment % who agree 'strongly'/'somewhat' that Uber is "committed to safety"	Hollis Shoor	Global Reputation Survey	Quarterly	70% target globally	Sentiment success measurement Category position, strategies, and tactics Prioritization - features and needs
Compliance Score % of trips in a given week completed by drivers that are compliant with internal and external requirements related to Driver Access (primarily documents and screenings)	Abhishek Kumar	WIP Dashboard, Framework	Weekly	TBD ("Full Compliance")	Define, track, and reduce Driver Access Compliance risk through systematic measuring and reporting.

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Insights

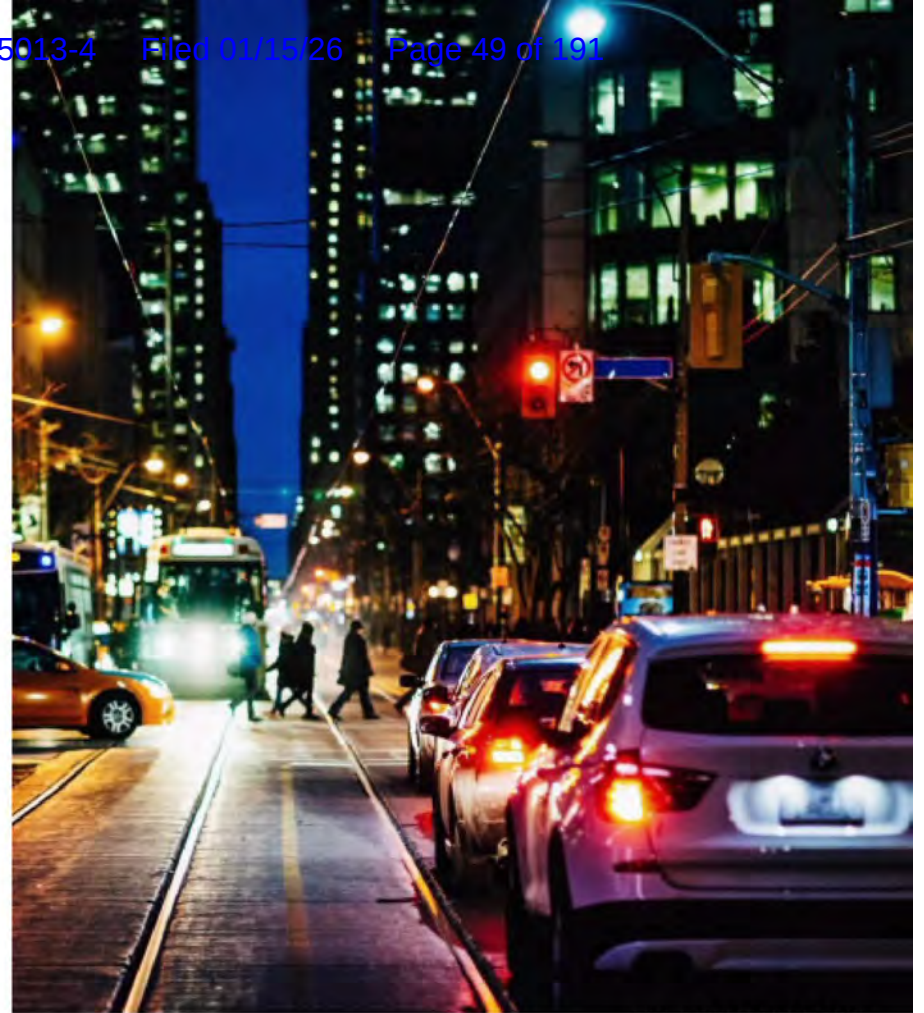
The core insights and intel from regions, consumers, outside-in safety experts and business data that will guide Stand for Safety strategies

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With 10M global trips per day, the 'one in a million' tragic incident can happen 10x a day.



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Basic safety narrative



Before

Driver Screening

Door-to-door service

Driver / Vehicle Information
In-App

Phone anonymization*



During

Always on the map

Share my Trip (rider or
driver)



After

Two-way ratings & feedback

Telematics-based feedback

24/7 customer support

All rides insured

Law enforcement partnerships

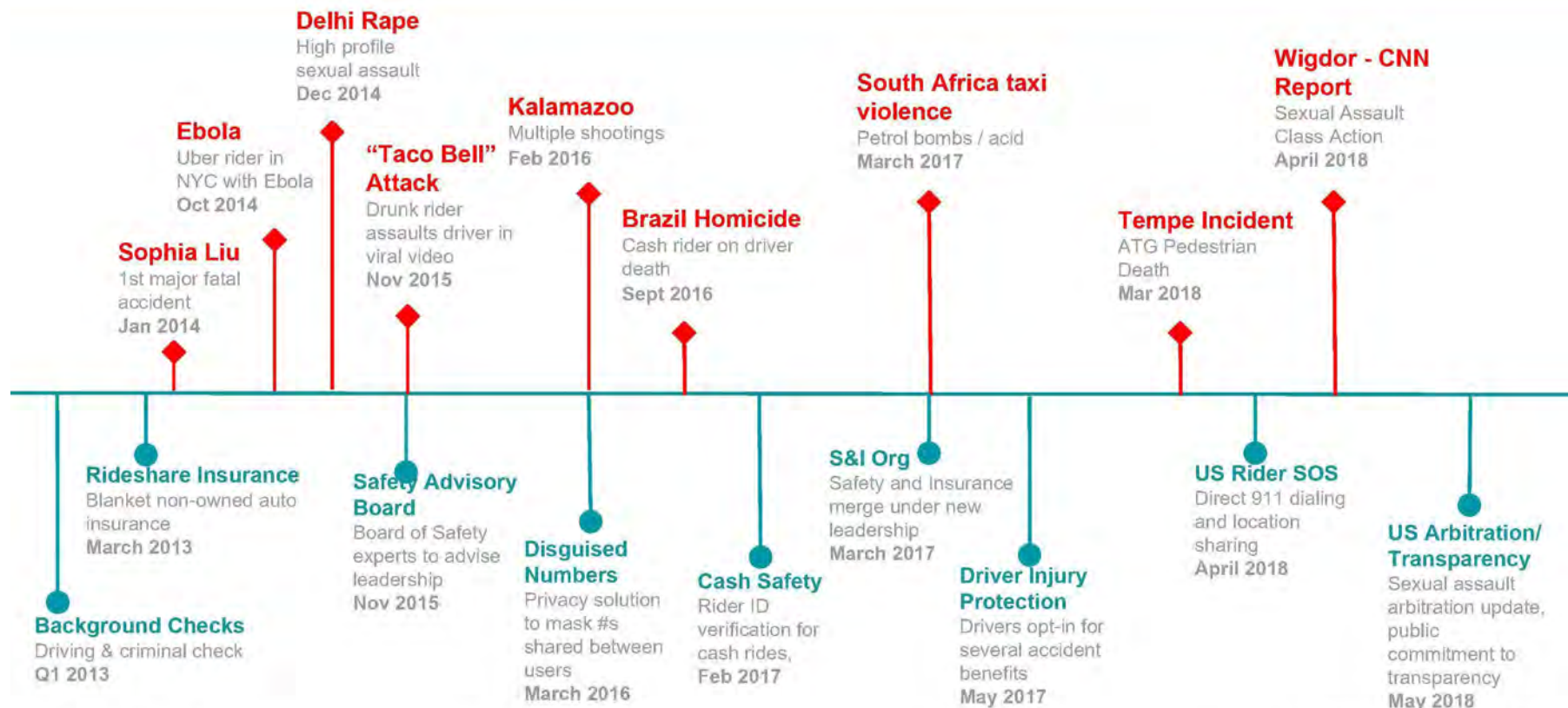
**not live in all countries*

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A brief history of Safety & Insurance at Uber - Global



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With a global brand, we're held to a higher standard on safety and insurance

	uberX	uberSUV uberBLACK	DC Taxi Cabs
Criminal Background Check	7 years	7 years	3 years
Sexual Offender Background Check	Lifetime	Lifetime	Lifetime
DUI Background Check	7 years	7 years	5 years
Traffic Offense Check	7 years	7 years	5 years
Anonymized Contact Information?	Yes	Yes	No
Feedback requested after every ride?	Yes	Yes	No
Minimum Liability Insurance Bodily / Property	\$1,000,000	DC: \$25K/50K/10K VA: \$150K MD: \$30K/50K/15K	\$25K/50K/10K
Minimum uninsured motorist insurance	\$1,000,000	DC: \$25K/50K/5K VA: \$250K MD: \$30K/50K/15K	\$25K/50K/5K
Coverage between trips	\$10K/100K/25K when on app, not on trip \$1M when trip "accepted"	DC: \$25K/50K/25K VA: \$150K MD: \$30K/50K/15K	\$25K/50K/10K



'WHO'S DRIVING YOU?' IS A PUBLIC AWARENESS CAMPAIGN PROMOTING FOR-HIRE VEHICLE SAFETY AND HIGHLIGHTING THE RISKS OF UBER AND LYFT.



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Safety Issues Are Varied by Region

sample of top concerns by country

United States

1. Gender-Based Violence
2. Dangerous Driving

North / East Europe

Alcohol-Induced Aggression

India

1. Violent Fare Disputes
2. Sexual Harassment

Brazil

Armed Robberies

South Africa

Taxi Violence

Australia

Safety Governance

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Regional Insights

A deeper look at top challeng

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Key Regional Insights (At a Glance)

1 Driver Screening is critical - but error-prone and insufficient



Driver's Name ID Check

REDACTED - PII

2 Drivers are concerned about risky rider behavior and lack of accountability

Cash trips and rider anonymity are concerns:

"...if they are anonymous, they can assault us."

- Driver in Guadalajara, Mexico

3 Insurance costs are rising in the US industry-wide



Property Damage cost/claim: +6.8% / yr



Bodily Injury cost/claim: +4.1% / yr



Traffic Fatalities: +4.5% per mile (2016 data)

4

Safety can unlock opportunities for growth

20%

of US riders limited rides due to safety concerns

45%

US drivers limited hours due to safety concerns

5

Women riders/drivers are more sensitive to safety concerns

% of riders who limited rides due to safety concerns in past month

Male	Female
16%	23%

6

Riders and drivers are unaware of current Safety procedures and features

54%

Dual-app riders aware of criminal screening

55%

Dual-app drivers aware of liability insurance

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Slide 42 Notes

Driver Screening:

- Inaccurate: Driver photo (small, inaccurate, or missing) continues to be a concern for riders.
- Significant Gaps: Several lapses have occurred recently leading to gaps in Background Checks and photo quality for drivers.
- Lack of Awareness: ~50% of riders not aware that drivers undergo thorough criminal, driving, vehicle, and other checks.

Drivers concerned about risky riders:

- Rider Quality: Drivers feel that Uber does not screen Riders during onboarding and does not act to remove poor-quality Riders, although Drivers undergo extensive checks and can be automatically deactivated.
- Cash trips: Onboarding for cash sign-ups enabled Rider anonymity, which limits accountability for bad behavior and contributes to higher safety incident rates compared to card trips.
- Safety Trade-offs: Drivers feel Uber forces them to make trade-offs between personal safety and earnings (e.g. accepting cash riders in bad areas after dark and navigating through “hotspots”)

Insurance costs in US:

- Dangerous driving is the biggest category of safety complaints from riders, especially in the US
- Internal business choices (e.g. lower ratings standards, growth of XCL) have contributed to higher crash rate.
- Externally, U.S. costs and crash rates are increasing due to more expensive cars, higher medical costs, and distracted driving

Safety can unlock growth:

- “Perception of Safety is a barrier to use for new and existing users” is the #1 First Class insight in US, Can, Mexico, Brazil, India, Australia, and UK
- Rider Forward: Safety ranked at the top of the list of important features as part of the Rider Forward research

Women riders/drivers most sensitive:

- Limiting usage: Women riders limited usage in the past month at a higher rate (23%) than male riders (16%) due to safety concerns
- Sexual assault: Current and prospective U.S. women drivers are twice as likely to be concerned about being sexually assaulted or harassed compared to men drivers
- Report issues: Women Riders in the U.S. reported that when feeling uncomfortable during a trip they were equally concerned about escalating the situation and keeping the offending co-Rider or Driver from feeling uncomfortable.

Slide 42 Notes (Continued)

Riders/drivers unaware of current Safety features:

- Lack of awareness: Many of our higher activity (dual-app users) Riders and Drivers are not aware of existing safety features we offer such as
 - Background screening
 - Insurance
 - Customer Support
 - Community guidelines
- Commitment: Only 55% Riders and 62% Drivers agree ('strongly'/'somewhat') that Uber is "committed to safety"

Key Regional Insights

Methodology

1. Reviewed and grouped all expert-backed research and sources
2. Mapped all problems to corresponding needs
3. Scored according to issue size, safety effectiveness of potential intervention, brand / reputation building, and operational feasibility

Sources:

- First Class Insights from **All Regions**
- UX Research from **all available Regions**
- Safety Tracker Brand-Blind Survey (Top Markets - US, Mexico, Brazil, IN, Australia)
- In-Market Research as available
- HQ Clean Safety Data

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Key Insight #1

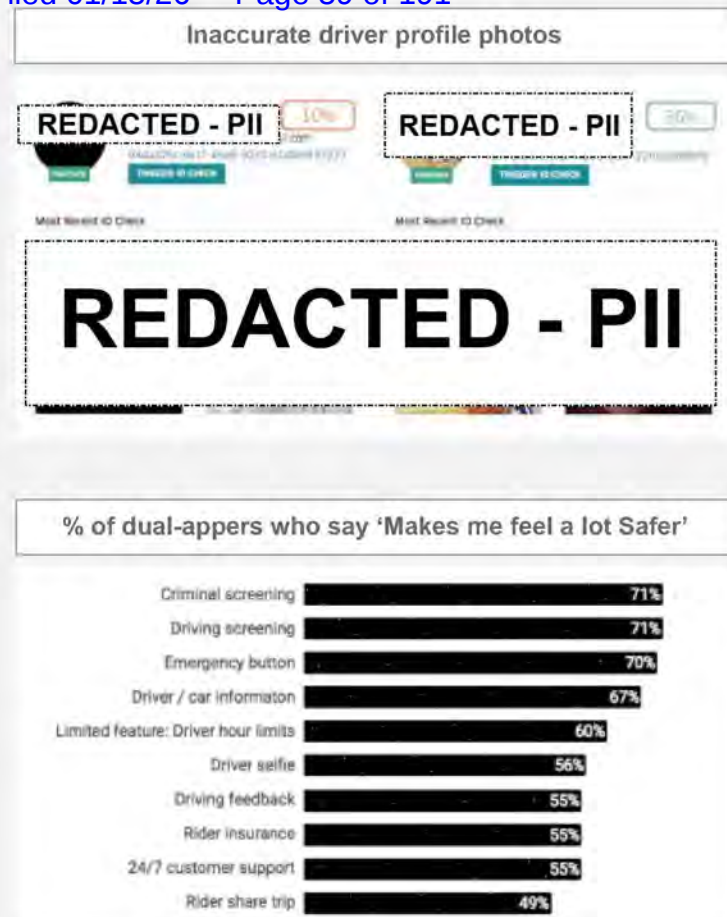
Driver Screening: critical; but error prone and insufficient

- **Inaccurate:** Driver photo (small, inaccurate, or missing) continues to be a concern for riders.
- **Significant Gaps:** Several lapses have occurred recently leading to gaps in Background Checks and photo quality for drivers.
- **Lack of Awareness:** ~50% of riders not aware that drivers undergo thorough criminal, driving, vehicle, and other checks.

% of dual-app riders who are aware of

Criminal BCG	54%
Motor vehicle BCG	41%
Vehicle criteria	46%

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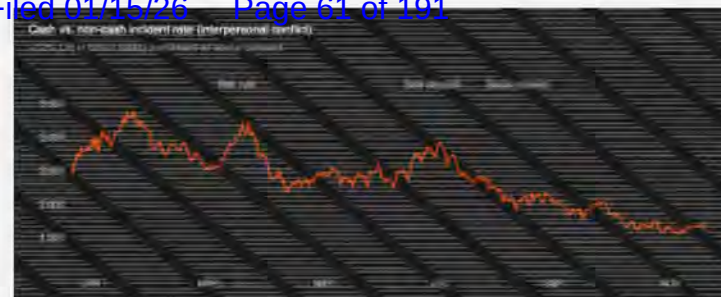
Slide 44 Notes

DP: on-boarding screening as well as continuous screening and quality monitoring with accountability.

Key Insight #2

Drivers concerned about risky Rider behavior and lack of accountability

- **Rider Quality:** Drivers feel that Uber does not screen Riders during onboarding and does not act to remove poor-quality Riders, although Drivers undergo extensive checks and can be automatically deactivated.
- **Cash trips:** Onboarding for cash sign-ups enabled Rider anonymity, which limits accountability for bad behavior and contributes to higher safety incident rates compared to card trips.
- **Safety Trade-offs:** Drivers feel Uber forces them to make trade-offs between personal safety and earnings (e.g. accepting cash riders in bad areas after dark and navigating through “hotspots”)



“People that use our services are the responsibility of Uber, if they are anonymous, they can assault us. I don’t understand why if you are going to buy a packet of cigarettes you are required to show ID but in our case, Uber doesn’t request that from people who are paying cash and getting into our cars.”

-Luis Armando, Guadalajara, Mexico

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Key Insight #3

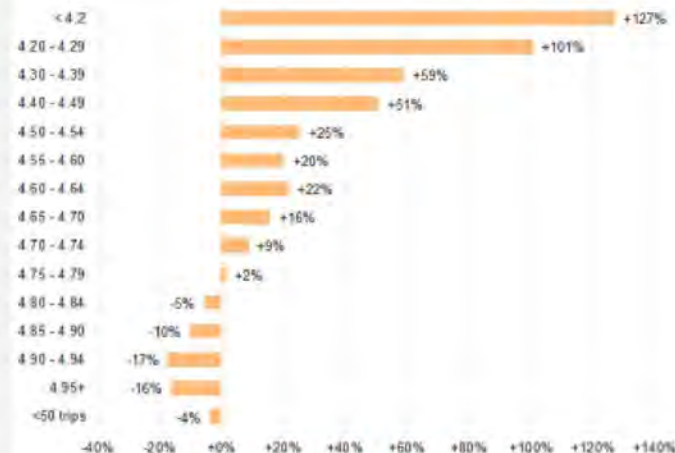
Insurance costs are rising in the US

- **Dangerous driving** is the biggest category of safety complaints from riders, especially in the US
- **Internal** business choices (e.g. lower ratings standards, growth of XCL) have contributed to higher crash rate.
- **Externally**, U.S. costs and crash rates are increasing due to more expensive cars, higher medical costs, and distracted driving

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Accident risk per mile



US Industry Data



Property Damage **cost/claim**
+6.8% / yr



Bodily Injury **cost/claim**
+4.1% / yr



Traffic Fatalities
+4.5% per mile (2016 data)

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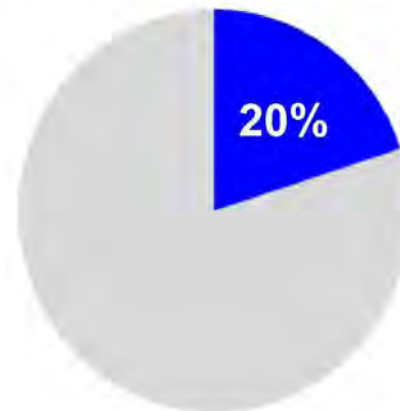
Key Insight #4

Safety can unlock opportunities for growth

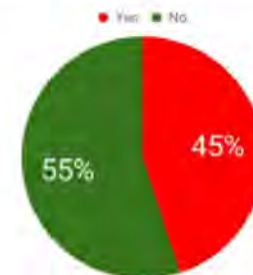
- **“Perception of Safety** is a barrier to use for new and existing users” is the #1 First Class [insight](#) in US, Can, Mexico, Brazil, India, Australia, and UK
- **Rider Forward:** Safety ranked at the top of the list of important features as part of the Rider Forward [research](#)
- **Growth limit:** There are occasions or situations where safety concerns limit Uber for some riders **(20%)** and drivers **(45%)** in the US and this is likely higher outside of the US and developed markets [\[US Driver Market Research, US Rider Market Research\]](#)
- **Common occasions:** some of these occasions are late at night, in selective areas or neighborhoods and with impaired riders

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% of riders who limited rides due to safety concerns



% of drivers that limited supply hours due to safety concerns



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Key Insight #5

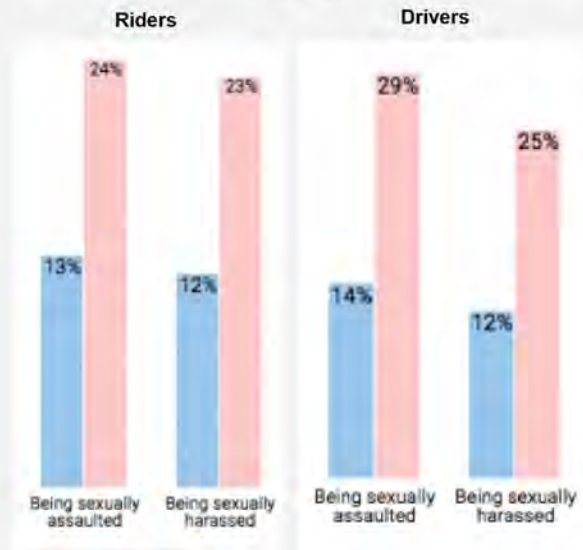
Women riders/drivers more sensitive to safety concerns

- **Limiting usage:** Women riders limited usage in the past month at a higher rate (23%) than male riders (16%) due to safety concerns
- **Sexual assault:** Current and prospective U.S. women drivers are twice as likely to be concerned about being sexually assaulted or harassed compared to men drivers
- **Report issues:** Women Riders in the U.S. reported that when feeling uncomfortable during a trip they were equally concerned about escalating the situation and keeping the offending co-Rider or Driver from feeling uncomfortable.

% of riders who limited rides due to safety concerns in past month

Male	Female
16%	23%

% of current limiting use due to concerns about



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Key Insight #6

Riders and Drivers are unaware of current Safety procedures and

- **Lack of awareness:** Many of our higher activity (dual-app users) Riders and Drivers are not aware of existing safety features we offer such as
 - Background screening
 - Insurance
 - Customer Support
 - Community guidelines
- **Commitment:** Only 55% Riders and 62% Drivers agree ('strongly'/'somewhat') that Uber is "committed to safety"

% of dual-app Riders who are aware of ...

Criminal screening	54%
Driving screening	41%
Driver selfie	34%
Driving feedback	11%
Rider insurance	12%
24/7 customer support	41%
Share my ETA	60%
Community guidelines	33%
Phone anonymization	43%

% of dual-app Drivers who are aware of ...

Liability insurance	55%
24/7 Customer support	69%
Driver share trip	58%
Community guidelines	48%
Driver injury protection	52%

This Deck will streamline and focus various Insights & Plans:

Ops Plans (WIP links):

- [US/CAN](#)
- [EMEA](#) + [Central Ops Plan](#)
- [INDIA](#)
- [LATAM](#)
- [SENA](#)
- [ANZ](#)

Functional Plans:

- [Product](#)
- [Brand / Initiatives](#)
- [Data Science](#)
- [Insurance](#)
- [Compliance](#)
- [Comm Ops](#)

Marketing Plans (WIP links):

- [US/CAN](#)
- EMEA (to be added)
- [INDIA](#)
- [LATAM](#)
- [ANZ](#)
- SENA (deferred to mid-feb)

Comms Plans:

- [US/CAN](#)
- EMEA
- LATAM - [BRAZIL](#) & LATAMx
- [APAC](#)

HOW WILL WE KNOW WE'RE ON THE RIGHT PATH ...

Stand for Safety
Success &
Priorities

1. Business leaders make appropriate tradeoffs and we see examples where we are choosing safety over growth
2. Automation of compliance and safety becomes the norm (in addition to and ideally instead of, process)
3. We feel comfortable communicating transparently on safety and compliance, both externally and internally

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Stand for Safety Strategy Deep Dive

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Regional Pillar owners are **empowered** to leverage the strategy in this section to plan the Big Rocks and Projects that align to the **Global objectives** in each pillar.

This means three things:

1. You will be the epicenter of your pillar, with many global stakeholders for collaboration and alignment. Their buy in is critical, so make sure you're over indexing on including them.
2. You will determine the Big Rocks (e.g. core problems within your Pillar that you will solve in H1 2018) and find the appropriate Owner(s) for each Mega-Region
3. Throughout February, you will lead cross-functional, bottoms-up planning for your Pillar. The result is a list of big rocks, which you will share at our Global Leadership Summit - Feb 27th and 28th

Priority 1 Driver Access Compliance

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Every week over half a million partners globally sign up to earn with Uber, and one out of 5 take their first trip.

Driver Access is responsible for this part of their journey on Uber.

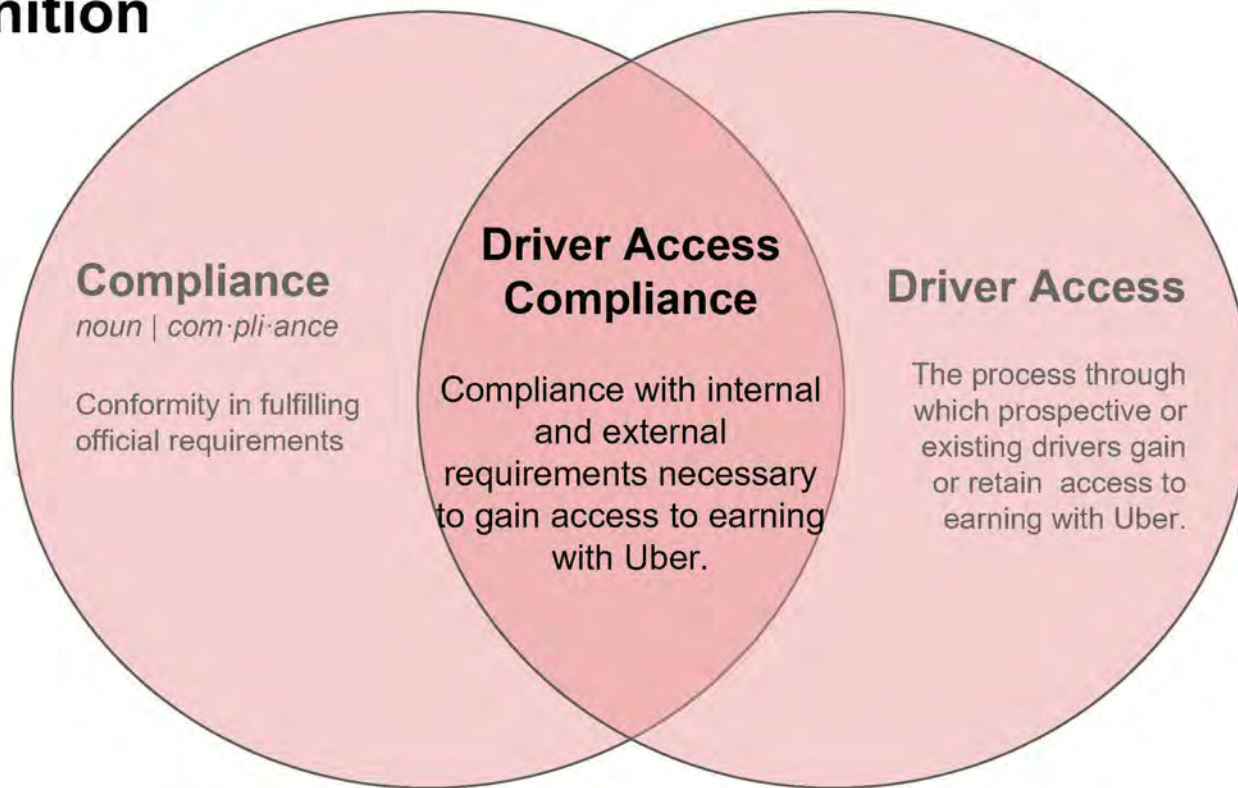
This journey has many steps to ensure our partners meet all regulatory and internal requirements necessary to start earning.

Slide 56 Notes

Add? "During this journey and for every trip thereafter, Driver Access is responsible for ensuring that all our partners meet all requirements necessary to earn on Uber.

Driver Access Compliance

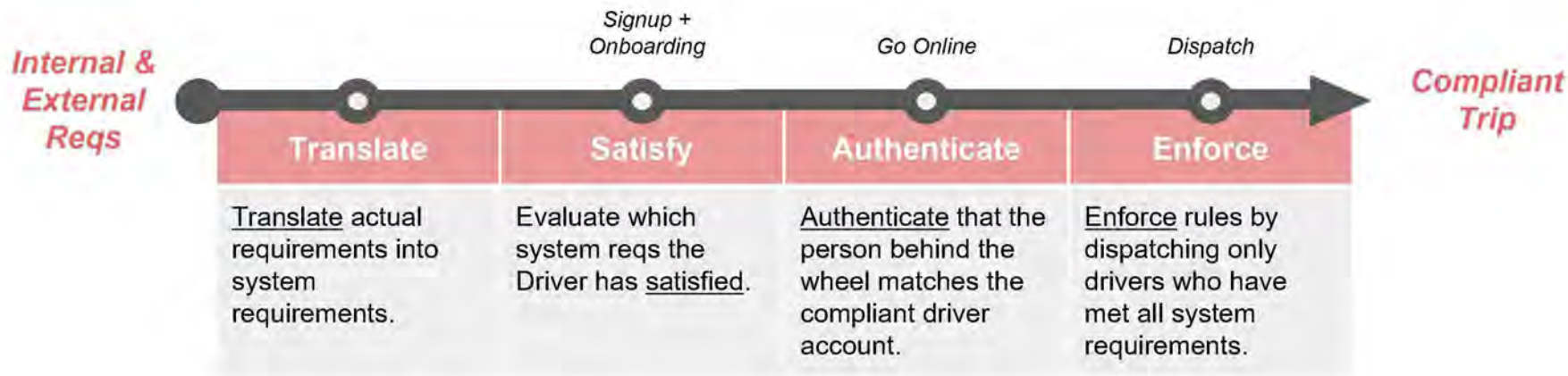
Definition



Slide 57 Notes

As you can see, meeting all the requirements is a critical necessary not only for our partners for but also Uber as a business towards its brand and reputation.

How We Ensure Driver Access Compliance



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Slide 58 Notes

Whats our strategy?

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Compliance: Problem

Compliance has always been core, but we have underinvested in our Access Compliance foundation. This has and will continue to create non-compliance risk without significant action

	Translate	Satisfy	Authenticate	Enforce
Problems	<ul style="list-style-type: none"> • Mistranslations • Unsupported req types • Multiple truth sources 	<ul style="list-style-type: none"> • Processing errors • Out-of-system checks • Outdated status 	<ul style="list-style-type: none"> • Photo process gaps • Cross-doc inconsistency 	<ul style="list-style-type: none"> • Separate cross-dispatch • Unknown BGC status • Status change delay
	<ul style="list-style-type: none"> • <i>Data</i> We have inaccurate and incomplete data, and no reliable way to measure compliance • <i>Tech Debt</i> We have immense tech debt, with many services built on legacy, unsupported infrastructure • <i>Culture & Org</i> We have distributed ownership of compliance across orgs & have not prioritized it over growth 			

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Slide 59 Notes

Whats our strategy?

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Compliance: Strategy

Unite Uber to 1) mitigate immediate non-compliance risk in the US and 2) build an enduring, automated, global foundation for Driver Access Compliance, by focusing on:

	Translate	Satisfy	Authenticate	Enforce
Strategy	<ul style="list-style-type: none"> ▸ Build on a foundation of data, starting with a holistic compliance score across these four pillars. 			
	<ul style="list-style-type: none"> ▸ Legal audit to ensure correctly configured reqs ▸ Reqs mgmt system with auditability and proper approval checks 	<ul style="list-style-type: none"> ▸ Invest in QA, both human and tech ▸ Enforce stronger quality at BPOs/COEs ▸ Integrate with 3rd parties to directly collect req data 	<ul style="list-style-type: none"> ▸ Improve photo verification standards, quality, and tools ▸ Cross-reference collected data to ensure consistency 	<ul style="list-style-type: none"> ▸ Roll out Enforcer to ensure stronger automated compliance ▸ Add BGC status into go-online check ▸ Tighten city switching process and address gaps

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Slide 60 Notes

What's our strategy?

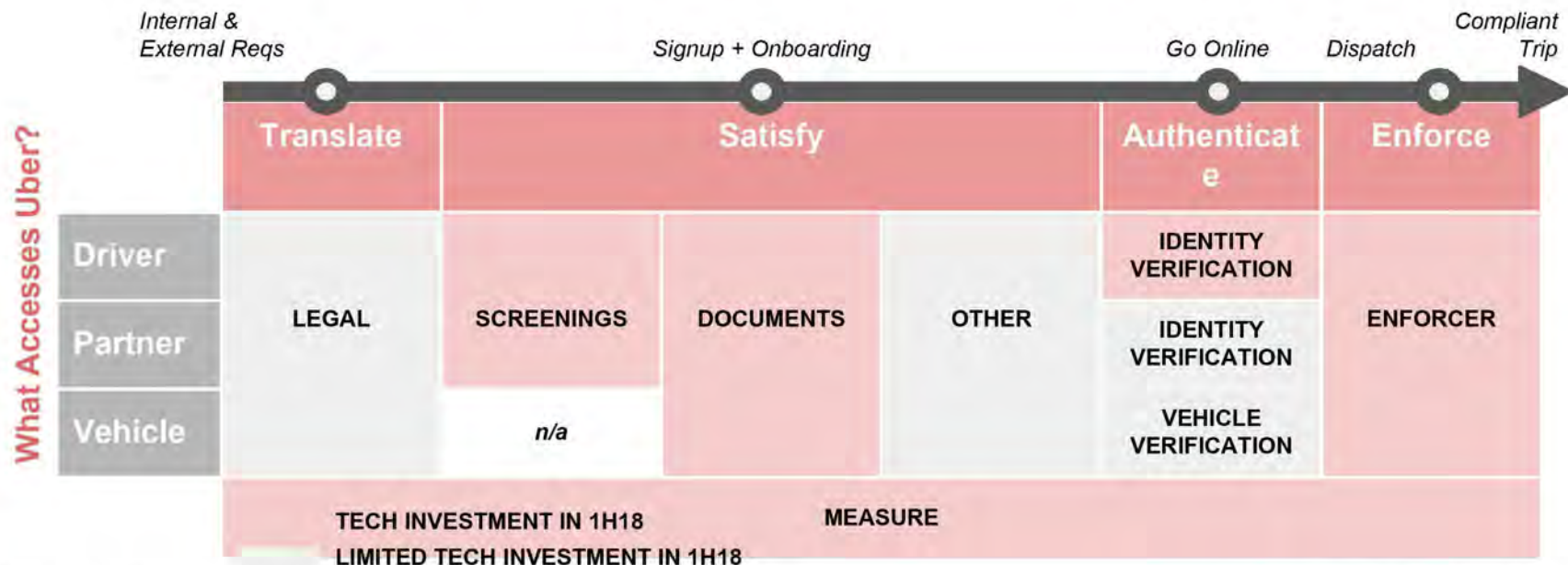
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Compliance: Execution

Unite Uber to 1) mitigate immediate non-compliance risk in the US and 2) build an enduring, automated, global foundation for Driver Access Compliance, by focusing on:



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Slide 61 Notes

We have started execution with a cross functional team across tech, operations, safety, reg and legal. And, plan to prioritize X, Y, Z.

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Compliance: KPIs

Compliant Trip Rate: % of trips that are compliant with all requirements

- **Goal:** Measure trip-level compliance across all 4 pillars so we know what to fix
- **Progress:** Created KPI framework, published dashboard with queryable data, and now working to resolve p0 data gaps and blockers.
- **ETA:** Expect to publish Alpha metric in early March

Slide 62 Notes

Finally, we fix what we see. To make sure we are on top of compliance risk, we are creating a compliance score.

Compliance**Core Team**

The “Core Team” that will support the Priority Owner to deliver on our strategy in 1H2018 includes:

Global Partners	Functional Partners
US&C: Eric Schroeder	Eng: Mon-Chaio Lo, Mike Marmarou, Gayatri Kaul
LATAM: Stiven Rodriguez, Sandra Velasco	Product Ops: Camilo Ramirez, Thomas Luz
INDIA: Prabhat Rastogi	Data: Zhanyang Zhang, Diana Robinson
APACX: Christopher Boey, Ed O'Brien, Rob Chan	Product: Abhishek Kumar, Jeb Burchenal, Amartya Sengupta, Tim Foran, Peter McKelvy
EMEA: Natalie Greene, Tommy Sendra	

Slide 63 Notes

- Access Pillar - Abhi & gagan
- New Access Pillar is about Marketing, Signups, Onboarding, Compliance, Ops & Support. - Vehicles is now a separate pillar
- Tl;Dr is > It is no longer about Raw First Trips. It is about quality growth that comes from being a trustworthy partner, even if its as a short term FT cost.

Our Vision/NorthStar is to provide...

Instant access to a true partner committed to my safety and success.

Our Mission is to...

Unlock the opportunity for anyone to earn.

And in this journey, we will...

Create the foundation on which true partnership is built by providing choices, being clear, establishing trust, and making it easy for our partners to get on the road to success.

Access Compliance: 90 Day Plan (April - June)

Pillar	Milestone/Deliverable	Progress	Month (April - June)	Owner	Scope (i.e. Region + Eats)
Translate (Legal Requirement Analysis)	• Complete US/CAN BGC + document audit	100%	April	Matt K	US & Canada
	• Inventory all US/CAN requirements	83%	April	Matt K	US & Canada
	• Complete collection of regulatory requirements for Tier 1 & 2 markets across EMEA, LatAm, APAC	36%	May - June	Carolyn	International Rides
Evaluate (BGC and Doc Screenings Accuracy)	• Checkr Audit	33%	April	Elisha	US only
	• Test/evaluate Appriss for continuous monitoring	15%	April	Elisha/ Kiki	US only
	• GSAT assessments (Tokyo, Florida, New South Wales & Victoria)	—	April	Carolyn/ Matt K	US & International
	• GSAT assessments (France)	—	May	Carolyn	International

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Pillar	Milestone/Deliverable	Status	Month (April - June)	Owner	Scope (i.e. Region + Eats)
Evaluate (continued)	<ul style="list-style-type: none"> Rollout GSAT self-assessment across EMEA, LatAm, and APAC 	--	June - August	Carolyn	US and International
	<ul style="list-style-type: none"> Roll out document Active Audit globally and re-train agents to reduce false approval rate 	70%	April	Jenny/ Amartya	US and International
	<ul style="list-style-type: none"> Background Check Expiration 	83%	April	Tim	US only
	<ul style="list-style-type: none"> Background Check Compliance Backfill 	90%	April	Kiki	US only
	<ul style="list-style-type: none"> Build Automation around LENS 	10%	May	Tim	US only
	<ul style="list-style-type: none"> Resolve P0 BGC eng data fixes 	50%	April	Tim	US and International
	<ul style="list-style-type: none"> Resolve P1 BGC eng data fixes 	--	May	Tim	US and International

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Pillar	Milestone/Deliverable	Status	Month (April - June)	Owner	Scope (i.e. Region + Eats)
Authenticate (Identity)	• Require photo verification pre-dispatch	63%	April	Amartya	US + International
	• Rollout strengthened photo policy	80%	April	Jenny	US + International
	• Use active audit, agent retraining, and Mutombo to reduce photo verification errors	70%	April	Amartya	US + International
Enforce	• Complete US Enforcer rollout	72%	April end	Peter	US
	• Outside US Enforcer rollout begins	--	April	Peter	International
	• Develop city automation framework	50%	April	Peter	US + International
	• Complete cache invalidation (drivers always evaluated using real-time data)	50%	May	Peter	US + International

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Access Compliance: 90 Day Plan (April - June)

Pillar	Milestone/Deliverable	Status	Month (April - June)	Owner	Scope (i.e. Region + Eats)
Enforce (continued)	• Support fleets in Enforcer (INTL focus)	--	May	Peter	International
	• Rollout Partner activation in Enforcer (INTL focus)	--	June	Peter	International

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Priority 2

Trip Experience

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Slide 68 Notes

We had to play catch-up on their basic requests.

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Trip Experience At-A-Glance

Priority Leads: Sachin Kansal, Peter Deng

	Driving Safety	Personal Safety					
Focus Areas	<p>Make Uber the safest transportation option with least number of accidents, and enable safer driving for a better rider and driver experience:</p> <ul style="list-style-type: none"> Foundation: Advanced Telematics based driver behavior analysis Speeding Alerts and Phone handling Driving Behavior dashboard Real time Accident Detection Driving Hour Limits Bike Lane Alerts, Seat belt nudges Driver app: Voice Commands 	<p>Reduce interpersonal incidents, provide our riders and drivers peace of mind through anonymity reduction, on-trip tools, and feature awareness</p> <ul style="list-style-type: none"> Safe Dispatch model for cash markets FB, Google and other validation for cash riders Build trust through high quality Profile Photos Emergency Response to Riders and Drivers Trip Anomaly Detection and Response Enhanced Share ETA function with Auto-share Seamlessly integrated into Rider and Driver apps 					
	<p>Primary KPI: Accident rate (L3+ accidents/MM trips)</p> <table> <tr> <td>Current 4.80/MM trips</td><td>H1 Goal 4.56/MM (5% less)</td><td>Stretch Goal 4.50/MM (5% less)</td></tr> </table>	Current 4.80/MM trips	H1 Goal 4.56/MM (5% less)	Stretch Goal 4.50/MM (5% less)	<p>Primary KPI: Interpersonal Incident rate (L3+/MM trips)</p> <table> <tr> <td>Current 18.9/MM trips</td><td>H1 Goal 17.9/MM trips</td><td>Stretch Goal 17.7/MM trips</td></tr> </table>	Current 18.9/MM trips	H1 Goal 17.9/MM trips
Current 4.80/MM trips	H1 Goal 4.56/MM (5% less)	Stretch Goal 4.50/MM (5% less)					
Current 18.9/MM trips	H1 Goal 17.9/MM trips	Stretch Goal 17.7/MM trips					

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Pillar	Milestone/Deliverable	Month (April - June)	Owner	Scope (i.e. Region + Eats)
Personal Safety	Rider Forward Safety Chapter: <ul style="list-style-type: none"> Rider SOS Trusted Contacts Rider Share Trip Improvements Safety Center (Rider Safety Education Hub) Show Phone anon in the app (Eats/Intercom) 	May	Nirveek, Ambar, Rebecca	US Rides
	Driver SOS	June	Nirveek/Rebecca	TBD
	Safe Dispatch Model: <ul style="list-style-type: none"> RFT v2 Safe Dispatch Model in South Africa Mobile Experience 	April-June	Akankshu	LatAm and South Africa Rides
	Rider ID. Social Connect vs. National ID (CPF)	April-July	Akankshu / Aditya	Brazil
	Real-time Driver ID Check: <ul style="list-style-type: none"> Mutombo Platform v1 Mutombo Auditing Tool Expand Profile Photo V2 (w/ Mutombo platform) Mutombo Improved Verification algo 	April-June	Aditya	Global drivers (minus EEA)
	Driver SSN Deduplication	April-June	Aditya	US

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Pillar	Milestone/Deliverable	Month (April - June)	Owner	Scope (i.e. Region + Eats)
Driving Safety	Driving Hours <ul style="list-style-type: none"> Now available in Carbon Expansion in alloy - EMEA, NZ 	April 2nd (Carbon) End of April - Early May (EMEA & NZ)	Adith	US & EMEA Rides and Eats
	Furiosa In US & select international cities	April 2nd (Los Angeles & Atlanta) End of May (All of US)	Adith	US Rides
	Velocity Gating (New York City Specific)	End of May	Adith	NYC Rides
	Crash Detection V2 model	End of May	Andrew	US Rides
	Telematics risk modeling & integration with insurance GLM	June	Andrew	US Rides
	Phone Mounting Alerts	June	Adith	US Rides

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Personal Safety Pillar

Pillar Owners

Key links

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Slide 72 Comments

- 1 +sachin.kansal@uber.com here is the strategy section for Personal Safety due on Feb 16th.
Reassigned to sachin.kansal@uber.com
Jesse Goodman, 2/19/2018 01:35 AM
- 2 +sachin.kansal@uber.com friendly bump to help assign ownership and complete by Stand for Safety Steering on 2/21. This will be used for the summit the following week as well.
Jesse Goodman, 2/18/2018 09:25 PM
- 3 noted. will be working on this over the next 2 days
Sachin Kansal, 2/19/2018 01:35 AM
- 4 +nirveek@uber.com +akankshu@uber.com Can you help fill out this section. Sending email shortly.
Sachin Kansal, 2/20/2018 02:42 PM

Personal Safety

Core Team

The “Core Team” that will support the Pillar Owner to deliver on our strategy in 1H2018 includes:

Global Partners	Functional Partners
US&C: Danielle Portugal	Eng - Rami Mawas, Shimul Sachdev, Misha Bosin, Nitin Bajaj
LATAM ex Brazil: Ruben Santiago LATAM Brazil: Bernardo Jacintho	Product - Nirveek De, Akankshu Dhawan
INDIA: Krishna Veer Singh	Marketing (PMM and Marketing Strategy) - Nick Silver, Carley lake
APACX: Suyash Sarwate APAC ANZ: Sean McIntyre	Data Frank Chang, David Purdy
EMEA: David Myers	Research - Darya Pilram
	Product Ops - Brian Tan, Alastair Curtis, Jose Sandl
	Design - Blake Engel

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Slide 73 Comments

- 1 +sachin.kansal@uber.com can we add +michaelo@uber.com to represent CommOps Global Safety Support in this pillar? Specifically for initiatives that will require commops action/involvement.
Roger Kaiser, 2/21/2018 10:57 PM

Personal Safety: Problems & Opportunities

Drivers concerned about risky riders

Onboarding for cash sign-ups enabled rider anonymity, which limits accountability for bad behavior and contributes to higher safety incident rates compared to card trips. Drivers also feel that Uber does not act to remove poor-quality Riders, although Drivers can be automatically deactivated.

Safety can unlock opportunities for growth

“Perception of Safety is a barrier to use for new and existing users” is the #1 First Class insight in US, Can, Mexico, Brazil, India, Australia, and UK. Occasions like late night trips or unsafe neighborhoods limit usage for some riders (20%) and drivers (45%) in the US.

Riders and Drivers are unaware of current safety procedures and features

Many of our higher activity (dual-app users) Riders and Drivers are not aware of existing safety features we offer such as Background screening, Insurance, Share Trip, Phone Anonymization,

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P-01572.00100

Personal Safety: Strategy Statement

Our Vision is to...

Establish Uber as the most trusted transportation choice with the lowest interpersonal incident rate, for everyone.

And in this journey, we will...

- Reduce interpersonal conflicts for both riders and drivers on the Uber Platform
- Raise awareness and improve safety sentiment about Uber Globally

How we'll measure success...

3

	KPI	Current November 2017	Goal H1 2018	Goal Long-term [Multi-year]
Incident Rate	L3+ interpersonal incidents / trip		-5%	
Safety Sentiment	% who agree 'strongly'/'somewhat' that Uber is "committed to safety"	55% R; 62% D	70% R, 70% D	

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P-01572.00102

 UBER000177517.0097
 UBER_JCCP_MDL_000157415.0097

Slide 76 Comments

- 1 +frank@uber.com to add Incident rate KPI number.
Reassigned to frank@uber.com
Akankshu Dhawan, 2/21/2018 06:22 AM
- 2 would strongly suggest at least using a full quarter of data. What region is this? If it is global you will need an index, which I am working on publishing this week.
Frank Chang, 2/21/2018 06:21 AM
- 3 Even with the index, I assert that all incident rate KPIs should be at the quarter level for stability.
Frank Chang, 2/21/2018 06:22 AM

Personal Safety: Big Rocks

5 Big Rock	Top Projects
Rider Quality	<ul style="list-style-type: none">- Social Connect v3- Google Trust API- Rider Photo- Rider Profile
Incident Prevention	<ul style="list-style-type: none">- Safe Dispatch Models- Safe Routing- Blacklist- Deactivation Standards and Policy Automation- Anomaly Detection Experience

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UBER_JCCP_MDL_000157415.0099

Slide 77 Comments

- 1 I've taken driver quality out of here since that's mostly captured in Access.

+akankshu@uber.com
+sachin.kansal@uber.com
Nirveek De, 2/23/2018 04:13 PM
- 2 can we add a brief description of the project. see template. Just a sentence or half a sentence that fits in the same line should be enough
Sachin Kansal, 2/21/2018 01:59 PM
- 3 +akankshu@uber.com to better stick to the Priorities, Deactivation standards should be in its own pillar in the Protections and Response priority
Sachin Kansal, 2/21/2018 03:51 PM
- 4 agreed. Removed that.
Akankshu Dhawan, 2/23/2018 04:13 PM
- 5 We still built a service to facilitate such automation.. +sachin.kansal@uber.com not sure if you want to call that as a service here?
Akankshu Dhawan, 2/23/2018 04:13 PM

Pillar Name: Big Rocks

Big Rock	Top Projects
On Trip Safety	<ul style="list-style-type: none">- Rider / Driver SOS- Rider / Driver Share Trip- Rider Safety Center / Driver Safety Shield- Safe Pick up / Drop off
Safety Education	<ul style="list-style-type: none">- New Rider/Driver Setup experience- Phone anonymization/BGC design- Community Standards awareness

Driving Safety Pillar

Pillar Owners

Key links

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UBER_JCCP_MDL_000157415.0102

Driving Safety**Core Team**

The “Core Team” that will support the Pillar Owner to deliver on our strategy in 1H2018 includes:

Global Partners	Functional Partners
US&C: Danielle Portugal	Product - Adith Iyer
LATAM ex Brazil: Ruben Santiago LATAM Brazil: Bernardo Jacintho	Eng - Rami Mawas, Andrew Beinstein
INDIA: Krishna Veer Singh	Product Ops: Brian Tan, Alastair Curtis
APACX: Suyash Sarwate APAC ANZ: Sean McIntyre	Marketing (PMM and Marketing Strategy): James LaVela
EMEA: David Myers	Data: David Purdy, Wayne Zhang, Patrick Muh
	Research: Hadi Khazraee, Darya Pilram
	Design: Blake Engel
	BI: John Krebs

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UBER_JCCP_MDL_000157415.0103

P-01572.00108

Slide 80 Comments

- 1 +sachin.kansal@uber.com can we have Global Safety Support listed as a POC here as the CommOps rep for anything related to empathetic support? +michaelo@uber.com would be the best POC from our team for this. cc: +roger@uber.com
Assigned to sachin.kansal@uber.com
Karina Sengupta, 2/27/2018 05:57 AM

Opportunities

First-in-class accident response

Comply with safe driving regulations

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Slide 81 Comments

- 1 +sachin.kansal@uber.com +adith@uber.com took a stab at this, please feel free to edit, etc
Deleted user, 2/21/2018 07:40 AM

Driving Safety: Strategy Statement

Our Vision is to...

Make Uber the safest and the most trusted transportation choice for everyone with fewest accidents AND support our riders and drivers with empathy and care when accidents happen

And in this journey, we will...

Reduce accidents by improving overall driving quality

Comply with existing driving safety regulations and

Provide first-in-class accident response

How we'll measure success...

	KPI	Current November 2017	Goal H1 2018	Goal Long-term [Multi-year]
Accident Rate	Accident / MM trips	4.8/MM trips	4.56/MM (5% less)	
Driving Hours	Driving Hours Compliance	N/A	100% in all markets approved by legal/ ops/ policy	100% in all cities
Phone Mounts	Trips with Phone Mounts for 80% of trip time (US only)	~80%	88%	100%
Speeding	Trips with excessive speed	Baseline in progress	10% reduction	
Accident Response	Accident occurrence -> Claim Submission Time	Avg ~50 hours	Demonstrate stat sig reduction in time to claims submission	

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Pillar Name: Big Rocks

Big Rock	Top Projects
Reduce incidents sustainably	<ul style="list-style-type: none"> - Driving Hours Prevent fatigued driving by preventing drivers from driving long hours - Furiosa Reduce speeding via in-app speed alerts - Telematics data platform Detect risky driving behaviors in real time - Phone mounting alerts Reduce distracted driving by encouraging phone mount usage - Voice commands Assist drivers to perform critical on trip interactions using voice
Compassionate and Timely Response	<ul style="list-style-type: none"> - Accident Detection Detect accidents in real time to provide white-glove customer service
Establish Uber as a leader in Road safety	<ul style="list-style-type: none"> - Bike Lane alert Alert the riders to look out for bikers/ pedestrians/ other vehicle while exiting the car - Seat Belt Nudge Recommend the riders to wear seat belts on every Uber trip

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Priority 3

Protections & Response

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Slide 85 Notes

We had to play catch-up on their basic requests.

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Protection & Response At-A-Glance

Priority Leads: Curtis Scott, Katie Waitzman, Roger Kaiser

	Insurance	Support	Deactivation						
Focus Areas	<ul style="list-style-type: none">• Local insurance everywhere through admitted insurance partners with proven claims sophistication and strong brand reputations.• Automate insurance operations to improve claim integration and create affinity distribution capabilities in-house.• Driver Injury Insurance solutions designing solutions for our partners that solve their problems and improve Uber's reputation.	<ul style="list-style-type: none">• Data Integrity & Quality- Codify a common lexicon, taxonomy, and leveling framework; create 100% CTQ auditing; standardize R2 process for L1-L4 incidents• Welfare - invest in interviewing, empathy skills; mental health counselors on call; recognition• Process Optimization - Answer faster; specialize; assess/launch 24/7 phone; scale DACT; integrate claims• Foundational Policies - Standardize policy ownership and IRT interaction model; ensure voice of the customer is part of the process• Tools & Analytics - Build out a balanced scorecard; consolidate and prioritize our tech requests	<ul style="list-style-type: none">• Policy Automation - Data driven policies to for deactivating drivers based on prior incidents, ratings and other feedback• Duplicate account and fraud account management - Prevent fraudulent and duplicate accounts						
KPIs	<p>Primary KPI:</p> <table><tr><td>Current [TBD]</td><td>H1 Goal [TBD]</td><td>Stretch Goal [TBD]</td></tr></table>	Current [TBD]	H1 Goal [TBD]	Stretch Goal [TBD]		<p>Primary KPI:</p> <table><tr><td>Current [TBD]</td><td>H1 Goal [TBD]</td><td>Stretch Goal [TBD]</td></tr></table>	Current [TBD]	H1 Goal [TBD]	Stretch Goal [TBD]
Current [TBD]	H1 Goal [TBD]	Stretch Goal [TBD]							
Current [TBD]	H1 Goal [TBD]	Stretch Goal [TBD]							

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P-01572.00117

Slide 86 Notes

Ensure that all partners have near-time and robust access to customer and agent feedback

Slide 86 Comments

- 1 +kwaitzman@uber.com Take a look at slides 103-109
Deleted user, 2/13/2018 11:21 PM

Pillar	Milestone/Deliverable	Month (April - June)	Owner	Scope (i.e. Region + Eats)
Support	Taxonomy – L3-L4 Definitions / Alignment	April	Karina	Global
	- L1/L2 Definitions / Bliss-JIRA Mapping	May		
	Quality – Standardized audit questions launched	April/May	Rog	Global
	- Category reviews launched	April		
	DACT Process – every region using for 1 policy (min)	May	Michael	Global
	Empathy Training – scoping training and welfare	May/June	Cory	Global
Insurance	Crash Detection: <ul style="list-style-type: none"> Launch V2 model (5-min latency and improved accuracy), Finalize Scripting, Operationalize IRT 	April-June	M. Wamquist R. Ayento K. Takano	US/CAN + P2P
	Mexico Claims: <ul style="list-style-type: none"> Carbon Design, Carrier Integration, IRT Process, Phase 0 and 1 launch 	April-June		LatAM + All
	L1 Automation for Real Time FNOL + Portkey <ul style="list-style-type: none"> Completion of scoping, business requirements and sign off 	April-June		US/CAN + P2P
Deactivation	Rider policies (IPC and safety fraud tweaks)	April	Avinash Kalbarga	US/CA

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Insurance Pillar

Pillar Owners
Curtis Scott
Katie Waitzman

Key links

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Slide 88 Notes

We had to play catch-up on their basic requests.

Slide 88 Comments

- 1 +takanok@uber.com can you pls review the Insurance pillar. Work with +patty.daberkow@uber.com if you have any changes or additions to make. Needs to be done today
Sachin Kansal, 2/21/2018 03:12 AM

- 2 +sachin.kansal@uber.com
We are aligned on the insurance pillar. KPI for driver injury protection adoption rate might be changing to 10% from 7.5% depending on Curtis/Patty's response, but on everything else we are aligned.
Kosuke Takano, 2/21/2018 03:12 AM

Insurance

Core Team

The “Core Team” that will support the Pillar Owner to deliver on our strategy in 1H2018 includes:

Global Partners	Functional Partners
US&C: Sean Fitzsimmons, Randall Brenner	Product: Kosuke Takano
LATAM: Michael Raney, Alex Arceo	Marketing: Brad Rutta
INDIA: Namrata Sondhi, Sam Callahan	Data: Frank Chang
APACX: Johannes Stephanus de Waal, Sam Callahan	Research: Hollis Shoor
EMEA: Russell Corbould-Warren, Sharif Ishaque	Legal: Diane Rodgers

Slide 89 Notes

- Access Pillar - Abhi & gagan
- New Access Pillar is about Marketing, Signups, Onboarding, Compliance, Ops & Support. - Vehicles is now a separate pillar
- Tl;Dr is > It is no longer about Raw First Trips. It is about quality growth that comes from being a trustworthy partner, even if its as a short term FT cost.

Our Vision/NorthStar is to provide...

Instant access to a true partner committed to my safety and success.


Our Mission is to...

Unlock the opportunity for anyone to earn.


And in this journey, we will...

Create the foundation on which true partnership is built by providing choices, being clear, establishing trust, and making it easy for our partners to get on the road to success.

Insurance: Problems & Opportunities

Generating Insurance Awareness 

Mindful Insurance Solutions 

Platform Creation and Process Automation 

Slide 90 Notes

What is Access: We believe that anybody who works hard has an opportunity to earn

Today. Many people looking for.....

Source:

https://docs.google.com/presentation/d/1jOI7gHWZN2cKmVdR3MMWUjUztDoJT33aeuHdSexG_Qg/edit?ts=5a29fd02#slide=id.g2b8fe23366_346_55

Insurance: Strategy Statement

Our Vision is to provide...

insurance solutions that offer our partners peace of mind and are easily understood with efficient end-to-end administration

And in this journey, we will...

unlock new markets through insurance programs, give our partners access to a safety net and create new benefit options for beyond-the-basics protection... and we'll work smarter to deliver smarter

Pillar KPIs:

Industry-Leading
Launches

Awareness

Work Smarter

Slide 91 Notes

Source:

https://docs.google.com/presentation/d/1jOI7gHWZN2cKmVdR3MMWUjUztDoJT33aeuHdSexG_Qg/edit?ts=5a29fd02#slide=id.g2b8fe23366_346_65

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How we'll measure success...

6

	KPI	Current November 2017	Goal H1 2018	Goal Long-term [Multi-year]
Awareness	Driver Insurance Awareness %	55% (US)	>60% (US)	>80%
Industry-leading launches	Local auto solutions in open markets	20% Open	<15%	<10%
Industry-leading launches	US Driver Injury Protection Adoption	<5%	>7.5%	>20%
Industry-leading launches	Social Schemes in top EMEA markets	1	2	5
Work Smarter	Automate routing the right claim to the right carrier	91.3% of claims	>94.5%	100%

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P-01572.00128

Slide 92 Notes

[Abhishek]

Slide 92 Comments

- 1 +brad.rutta@uber.com
Can you make sure that you are comfortable having 10% DIP adoption as the H1 Goal?
- +patty.daberkow@uber.com
I believe we signed up for 2.5% increase for adoption rate increase for existing drivers. To shoot 10%, I believe we will rely on Brad's marketing projects and onboarding flow for that additional 2.5%. Let's make sure that Brad are comfortable for us to present this number.
Kosuke Takano, 2/21/2018 03:03 AM
- 2 _Marked as resolved_
+curtis.scott@uber.com to please comment on 10% DIP adoption goal for H1
Deleted user, 2/20/2018 10:54 PM
- 3 _Re-opened_
Deleted user, 2/20/2018 10:54 PM

Slide 92 Comments (Continued)

- 4 Patty is correct, we had 2.5% in H1 and by EOY 10%. We felt like 2.5% was be a stretch, and without forced choice early in the onboarding funnel, we are unlikely to see dramatic growth.
Deleted user, 2/20/2018 11:39 PM
- 5 +patty.daberkow@uber.com +curtis.scott@uber.com
Please review the targeted adoption rate for H1. (Product&Marketing Proposal is 7.5% without onboarding funnel)
Kosuke Takano, 2/21/2018 12:33 AM
- 6 +patty.daberkow@uber.com Changed it to 7.5% temporarily. Please change it if you still want to put 10%
Kosuke Takano, 2/21/2018 03:03 AM

Pillar Name: Big Rocks

Big Rock	Top Projects (2 - 5 highest impact)
Solve Big Problems	<ul style="list-style-type: none">- Reduce the # of insurers and focus on strategic partnerships to leverage top insurance brands and create competitive advantage- Launch social protection schemes in top EMEA markets- Launch blanket driver injury protection major market driver injury protection solutions- Launch Japan, Germany, Spain, Italy, Portugal through procurement of core auto insurance solutions- Launch major market driver injury protection solutions
Increase awareness of existing programs and deliver high adoption for new insurance products	<ul style="list-style-type: none">- In-App Insurance Hub Launch- Launch driver-tailored affinity products such as personal auto, maternity/paternity leave, life insurance, off-app disability coverage through in-house benefits marketplace- Mandatory driver selection for US Driver Injury Protection enrollment

Support Pillar

Pillar Owners
Roger Kaiser

Key links
[Commops 2018 business case](#)

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UBER000177517.0127
UBER_JCCP_MDL_000157415.0127

Slide 94 Notes

We had to play catch-up on their basic requests.

Slide 94 Comments

- 1 +akankshu@uber.com pls make sure to review this section and see if you have any additions or changes.
Sachin Kansal, 2/20/2018 02:47 PM

Support**Core Team**

The “Core Team” that will support the Pillar Owner to deliver on our strategy in 1H2018 includes:

Global + Regional Partners	Functional Partners
Global Safety Support: Karina Sengupta, Michael O'Herlihy	Global CommOps: Salman Siddiqui (Service Quality)
US&C: Greg Brown	Safety Analytics: Frank Chang
INDIA: Vinay Karodia Mayank Rajput	Safety Brand and Research: Kate Parker (Safety Brand) Heather Rothenberg (Safety Research)
SENA : Johan Wong	Safety Policy: Jenny Luu, Avinash Kalbarga
ANZ: Mike Son, Nike Allen	Safety Legal: Scott Binnings
LATAM: Alfonso Gonzalez	Insurance: Kathleen Waitzman
EMEA: Morgan Landsberger	Safety Product + Product Ops: Akanshu Dhawan, Jose Sandi

Support: Problems and Opportunities

Uber is unable to consistently deliver best in class support to safety incidents around the world

Current Problems

- Disparate definitions of success (SLA, Quality, Customer Satisfaction) makes it difficult to compare success or assure high quality
- Lack of consistent standard for agent hiring, training, and personal welfare
- Lack of coordination leads to incorrect prioritization on tech roadmaps
- Inefficient utilization of resources and service delivery structures leads to duplication of efforts

Support: Strategy Statement

Our Vision is to provide...

Fast, accurate and empathetic response to every reported safety incident while gathering robust data and insights that enable future incident prevention

And in this journey, we will...

Define and align on best in class safety support, determine appropriate SLAs, deliver high quality and consistent experiences, build single sources of truth, innovate to drive down response time, implement best in class welfare programs and training for front line staff, process optimize via scaling best practice solutions, stronger collaboration and role definition with regional and global stakeholders, and explore additional modalities.

Pillar KPIs:

Quality (R²)

SLA

eNPS

Empathy Metric

Slide 97 Notes

Source:

https://docs.google.com/presentation/d/1jOI7gHWZN2cKmVdR3MMWUjUztDoJT33aeuHdSexG_Qg/edit?ts=5a29fd02#slide=id.g2b8fe23366_346_65

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How we'll measure success...

	KPI	Current November 2017	Goal H1 2018	Goal H2
Quality	R^2		launched	95 (L3/L4) 90 (rest)
	R^2 Calibration/Alignment		launched	90
	Deactivation Policy Compliance		DACT live in every Region	99%
Speed	First Meaningful Touch SLA (L3/L4)			60min; 85%
	P90 time to resolution (L3/L4)			tbd - 80hrs?
	First Touch SLA (L1/L2)			Xhrs; 70%
Welfare	eNPS for L3/L4 CSRs			tbd

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Slide 98 Notes

[Abhishek]

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P-01572.00139

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UBER_JCCP_MDL_000157415.0134

Support: Big Rocks

Big Rock	Top Projects (2 - 5 highest impact)
Data Integrity and Quality	<ul style="list-style-type: none"> - Taxonomy Defining global source of truth for every accident and incident type - Quality in our DNA Launch and optimize a standardized R2 for all L1-L4 incidents; design and execute 100% audit checks for critical L3/L4s - Investigative Sufficiency Define a measurable metric around sufficiency and include it in our quality processes
Welfare and Agent Training	<ul style="list-style-type: none"> - Expanded Training Invest in improved training around interviewing and empathy skills - Expanded Agent Service Provide crisis counseling for IRT agents -- focusing on their psychological well-being - Expanded Customer Services Explore partnerships with external orgs in rape counseling and PTSD to support our users - Recognition, Visibility and, Reward Build internal recognition systems for front line agents, ensure agents understand context of broader org and review compensation for front line.

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P-01572.00140

Support: Big Rocks

Big Rock	Top Projects (2 - 5 highest impact)
Tools and Analytics	<ul style="list-style-type: none"> - Balanced Scorecard Create and report out on a balanced global scorecard for safety support - Consolidated Tech Roadmap Help prioritize Safety and CO roadmaps and serve as a partner throughout development
Process Optimization	<ul style="list-style-type: none"> - Answer Faster Align and execute upon minimum thresholds for SLA globally - Triage-Investigation Break-out Bifurcate response model where appropriate to ensure SLAs hit with highest quality interactions - Assess + Launch 24/7 Global Critical Line Explore value and necessity for a critical line in all major markets and launch / optimize as needed - Scale DACT Bring DACT globally, ensuring documentation for 100% of safety deactivations and driving up policy compliance - Integrating Claims Design processes that are better integrated with claims and insurance processes / policies
Foundational Policies	<ul style="list-style-type: none"> - Standardized Policy Process Standardize policy ownership and IRT interactions needed during policy creation - Policy interaction model Build and scale relationship model between Regional Safety and Regional IRT

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11

Deactivation Pillar

Pillar Owners

Akankshu Dhawan

Avinash Kalbarga

Key links

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P-01572.00142

UBER000177517.0137
UBER_JCCP_MDL_000157415.0137

Slide 101 Notes

We had to play catch-up on their basic requests.

Slide 101 Comments

- 1 +akankshu@uber.com also review this section when it gets filled out.
Sachin Kansal, 2/20/2018 02:48 PM
- 2 @jgoodman@uber.com can we clarify who is owning this? Assuming this is "Deactivation Policy" per se.
Reassigned to jgoodman@uber.com
Karina Sengupta, 2/21/2018 06:44 AM
- 3 bump!
Karina Sengupta, 2/10/2018 12:32 AM
- 4 Agreed -- would like to better understand how we're thinking about this. Seems like there are three components:
 1. DACT -- a commops-owned process that is designed to enable and increase high compliance for deactivation policies.
 2. SIPS -- a Safety-owned policy eng service that reliably flags users in violation of deactivation policies.
 3. Deactivation Policies -- de-centralized thresholds that need to be owned and set by Regional Ops in partnership with Safety/Insurance and in consultation with CommOps.*Roger Kaiser, 2/12/2018 06:55 PM*

Slide 101 Comments (Continued)

- 5 let me circle back on this one. There is an ops, product and commops component. I agree, we need a clear owner here. Ideally the new Global Heads of Safety Ops when in place.
Jesse Goodman, 2/13/2018 05:36 PM
- 6 I'd recommend considering re-naming this pillar to: Deactivation Policies or Negative-Action Policies.
- I think that's the critical missing piece in most regions -- Ops owning and leading the charge in having clearly defined policies for WHEN to deactivate. HOW we deactivate is the easy part and already baked into the Response Pillar (DACT - process).
- We are serious need of the right policies owned by the right central Ops reps.
Roger Kaiser, 2/13/2018 07:35 PM
- 7 +binnings@uber.com any thoughts on who should own this pillar and fill in the global strategy? We need this section complete by EOW.
Reassigned to binnings@uber.com
Jesse Goodman, 2/14/2018 06:12 PM
- 8 Bumping this. Still not clear what Deactivation means. This still seems like we're trying to say: "Policies"
Roger Kaiser, 2/20/2018 11:35 PM
- 9 spoke to Gus about this today and +akankshu@uber.com will be the "owner" for the strategy in this pillar. Of course, with support from other key contributors.
Reassigned to akankshu@uber.com
Jesse Goodman, 2/21/2018 01:47 AM

Slide 101 Comments (Continued)

- 10 +akankshu@uber.com +roger@uber.com +jgoodman@uber.com Would renaming this to "Safety Incident Policies" Pillar help avoid the confusion?
Deleted user, 2/21/2018 02:55 AM
- 11 I'm in favor of keeping it simply Deactivation for now. Let's not get too far into the weeds on this and over-index on current solutions.
Frank Chang, 2/21/2018 06:44 AM

Deactivation**Core Team**

The “Core Team” that will support the Pillar Owner to deliver on our strategy in 1H2018 includes:

Global Partners	Functional Partners
US&C: Danielle Portugal, Michael White Greg Brown	Safety Engineering: Rami Mawas, Misha Bosin
INDIA: Krishna Veer Singh Vinay Karodia	Safety Policy: Jenny Luu, Avinash Kalbarga
SENA : Suyash Sarwate Johan Wong	Safety Data Science: Frank Chang, Todd Gaddis
ANZ: Sean McIntyre Mike Son, Nick Allan	Safety Legal: Scott Binnings
LATAM/BRAZIL: Ruben Santiago, Bernardo Jacintho Alfonso Gonzalez	Safety Product + Product Ops: Akanshu Dhawan, Jose Sandi
EMEA: David Myers, Natalie Greene Morgan Landsberger	Regional Legal teams
UKI: Huw Bevan Morgan Landsberger	Global Safety Support: Roger Kaiser, Michael O'Herlihy, Karina Sengupta

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P-01572.00146

Slide 102 Notes

- Access Pillar - Abhi & gagan
- New Access Pillar is about Marketing, Signups, Onboarding, Compliance, Ops & Support. - Vehicles is now a separate pillar
- TI;Dr is > It is no longer about Raw First Trips. It is about quality growth that comes from being a trustworthy partner, even if its as a short term FT cost.

Our Vision/NorthStar is to provide...

Instant access to a true partner committed to my safety and success.

Our Mission is to...

Unlock the opportunity for anyone to earn.

And in this journey, we will...

Create the foundation on which true partnership is built by providing choices, being clear, establishing trust, and making it easy for our partners to get on the road to success.

Slide 102 Comments

- 1 +roger@uber.com +frank@uber.com +dportugal@uber.com can you confirm if this is the right list of folks for the DACT work globally
Akankshu Dhawan, 2/21/2018 06:45 AM

Slide 102 Comments (Continued)

- 2 Not sure this is in the right pillar. Scaling out the DACT project and the corresponding process is in the support pillar above. It's a project of one of our big rocks.
Roger Kaiser, 2/20/2018 11:36 PM
- 3 +akankshu@uber.com Global partners should include Ops and CommOps. Considering Global partners under support pillar are the same PoCs for Safety Policy/DACT, I will update this slide by adding regional Ops contacts. Let me know if this makes sense
Deleted user, 2/21/2018 02:56 AM
- 4 +roger@uber.com +frank@uber.com updated the list with central ops contacts.
Deleted user, 2/21/2018 03:11 AM
- 5 Thanks. I added +todd.gaddis@uber.com who is doing most of the heavy lifting on my team.
Frank Chang, 2/21/2018 06:45 AM

Deactivation: Problems & Opportunities

6

Uber is unable to consistently and swiftly ensure unsafe actors are removed from the Uber platform.

Current Problems

- Not real-time policy alerting and enforcement
- Non-standard and hurts Uber's ability to consistently remove unsafe actors
- Not backed by data and statistical models to ensure consistency and precision

Slide 103 Notes

What is Access: We believe that anybody who works hard has an opportunity to earn

Today. Many people looking for.....

Source:

https://docs.google.com/presentation/d/1jOI7gHWZN2cKmVdR3MMWUjUztDoJT33aeuHdSexG_Qg/edit?ts=5a29fd02#slide=id.g2b8fe23366_346_55

Slide 103 Comments

- 1 Not sure this problem statement is accurate. A more accurate problem is that we have inconsistent policies city-by-city / sub-region by sub-region -- and no standardized owner. Most of these policies are not well-codified or in a good enough place for commops to execute on.

Roger Kaiser, 2/28/2018 05:18 PM

2

REDACTED - PRIVILEGED

REDACTED - PRIVILEGED +akankshu@uber.com +binnings@uber.com

REDACTED - PRIVILEGED

REDACTED - PRIVILEGED

Deleted User, 2/27/2018 04:02 AM

3

REDACTED - PRIVILEGED

Scott Binnings, 2/21/2018 06:33 AM

Slide 103 Comments (Continued)

- 4 I'm ok with this as is. Again, let's not over-index this on current solutions.
Frank Chang, 2/21/2018 06:47 AM
- 5 I agree. We can have those as sub bullets.. but the high level theme should be broader was my understanding
Akankshu Dhawan, 2/23/2018 04:45 PM
- 6 added cc: +kalbarga@uber.com +frank@uber.com
Akankshu Dhawan, 2/28/2018 05:18 PM

Deactivation: Strategy Statement

4

Our Vision is to provide...

Automated and scaled out deactivation for actors that are in violation of Uber's policies

And in this journey, we will...

Build a framework to determine safety policies and thresholds globally

Automatically ensure potentially unsafe actors are flagged for deactivations globally

Pillar KPIs:

Insurance Costs

Incident Rates

Slide 104 Notes

Source:

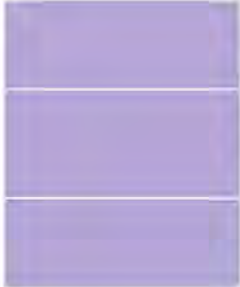
https://docs.google.com/presentation/d/1jOI7gHWZN2cKmVdR3MMWUjUztDoJT33aeuHdSexG_Qg/edit?ts=5a29fd02#slide=id.g2b8fe23366_346_65

Slide 104 Comments

- 1 What does automate deactivation mean?
Roger Kaiser, 2/21/2018 06:49 AM
- 2 +roger@uber.com I think +akankshu@uber.com is referring to the automatic flagging/JIRA creation for DACT team
Deleted user, 2/21/2018 04:11 AM
- 3 yes. thanks +kalbarga@uber.com
Akankshu Dhawan, 2/21/2018 05:26 AM
- 4 Again - I know we have a specific solution here that works, but I would strongly suggest keeping this deck general. We have not scaled to all the regions and have no idea what obstacles exist (e.g. employment in certain regions). Definition of the specific items (e.g. "automated", "scaled") should be in a separate, non-strategy deck where the focus is on Deactivation.
Frank Chang, 2/21/2018 06:49 AM

How we'll measure success...

7

KPI		Current November 2017	Goal H1 2018	Goal Long-term [Multi-year]
	Insurance Costs			
	% of Flagged cases leading to deactivation			
	Incident Rates			

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Slide 105 Notes

[Abhishek]

Slide 105 Comments

- 1 +frank@uber.com are these the correct set of KPIs for DACT global? Do you have a long term goal and baseline for this?
Reassigned to frank@uber.com
Akankshu Dhawan, 2/21/2018 07:42 PM
- 2 +kalbarga@uber.com as he and I have been working on this together.

1. For KPIs, I would suggest: a) drivers with ticket rate over threshold, b) DD / IPC incident rate (matched to policy), c) serious DD / serious IPC incident rate (from Stand for Safety Dashboard)

2. Should we either align with or at least consult US team (Central Ops, IRT) on the proposed KPIs?
Frank Chang, 2/21/2018 12:23 AM
- 3 I agree with consulting Central Ops re:impact.
IRT has operational performance metrics which are not necessarily communicating impact (e.g. 38% of the flagged Dangerous Driving cases were deactivated) but should be consulted for any additional metrics they might be tracking.
Deleted user, 2/21/2018 01:00 AM

Slide 105 Comments (Continued)

4 +dportugal@uber.com Is you team tracking any specific metrics for Dangerous Driving and IPC policies?

Deleted user, 2/21/2018 06:09 PM

5 Yeah - we are. My thoughts are:

- Accident Rate
- Risk Index Profile (this is a metric that we use to measure the riskiness of our miles across the US/CAN - the more we deactivate high-risk partners, the more this metric improves)
- Insurance Costs
- Serious Incident Rate
- Deactivation Rate vs. Expectations

I wouldn't recommend tracking deactivation rate by itself. There could be really good reason why we choose to have a low deactivation rate (e.g. appeasement abuse), particularly as our thresholds get stricter. The important thing is that we're being thoughtful about projecting what that rate should be, and making adjustments accordingly.

Let me know if you disagree +bmora@uber.com +frank@uber.com

Danielle Sheridan, 2/21/2018 07:27 PM

6 Thanks, Danielle. The first three are fairly US-centric (bulk of insurance cost, accident rates are only truly calculable with large amount of insurance data, GLM only exists in US for now). I agree we should track those for U.S., but perhaps not for all regions.

Frank Chang, 2/21/2018 07:35 PM

Slide 105 Comments (Continued)

7 Very fair - my head is extremely US/CAN focused.

Maybe for the world we just say:

- Incident Rates
- Deactivation Rates vs. Expectations
- Accident Rate (US Only)
- Insurance Costs (US Only)
- Risk Index Profile Decrease (US Only)

Danielle Sheridan, 2/21/2018 07:42 PM

**IGNORE-
WIP****Deactivation: Big Rocks**

Big Rock	Top Projects (2 - 5 highest impact)
Global Roll-out	<ul style="list-style-type: none">- Global Roll-out of IPC and Dangerous Driving Policies on the SIPS Platform
Welfare and Agent Training	<ul style="list-style-type: none">- Investigative Sufficiency Define a measurable metric around sufficiency and include it in our quality processes- Expanded Training Invest in improved training around interviewing and empathy skills- Expanded Agent Service Provide crisis counseling for IRT agents -- focusing on their psychological well-being- Expanded Customer Services Explore partnerships with external orgs in rape counseling and PTSD to support our users

UPDATES IN
PROGRESS

Timeline - H1 2018

	Q1			Q2		
	JAN	FEB	MAR	APR	MAY	JUN
Insurance						
Support						
	L3/L4 Definitions -- Taxonomy			Bliss/JIRA Mapping		
				L1/L2 Definitions -- Taxonomy		
	CTQ Audits Launched			Add'l DACT Policies -->		
	DACT Process -- 1 policy per region live					
Deactivation				JIRA Playbook		
				CSR Welfare Standards		

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Slide 107 Comments

- 1 +ksengupta@uber.com is this useful for the Troy deck?
 Roger Kaiser, 3/29/2018 09:06 PM

UPDATES IN
PROGRESS

Timeline - H1 2018

	Q3			Q4		
	JUL	AUG	SEP	OCT	NOV	DEC
Insurance						
Support	Add'l DACT Policies -->					
Deactivation						

1

Priority 4

Safety Commitment

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Slide 109 Comments

1 @charlotte.abid@uber.com
Assigned to charlotte.abid@uber.com
Karina Sengupta, 11/4/2021 08:58 PM

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Safety Commitment At-A-Glance

Priority Leads: Kate Parker, Brooke Anderson

Focus Areas

Sentiment

Build insights about user attitudes on safety, align on effective tone & language, and empower employees to confidently address and evangelize our commitment.

- Safety Sentiment Tracker & Reputation Trackers
- Safety Narratives and Global Brand / Comms Guides
- Safety Summits & Town Halls

Primary KPI: "Committed to Safety"

KPIs

1		
Current 55% R, 62% D 38% GenPo, /56% OE	H1 Goal 70% R + D 60% GenPop/OE	Long-Term 90% R + D 80% GenPop/OE

Education & Awareness

Drive broad consumer awareness of powerful safety products and programs that help reduce the most worrisome scenarios and thereby increase user confidence.

- Safety Products / Systems
- Insurance Comprehension
- Expert-backed Prevention Information (e.g., Sexual Assault Prevention)

Primary KPI: Feature Awareness

Current Rider: Insurance 16% Drivers: Customer Support	H1 Goal 70%	Long-Term 90%
--	----------------	------------------

Community Contributions

Elevate the conversation on safety overall; evangelize and demonstrate Uber's unique role in contributing positively to the safety of our cities.

- Cross-Industry Convenings
- 3rd Party Policy Studies
- Law Enforcement Engagement
- Drunk Driving Prevention
- Human Trafficking

Primary KPI: "Committed to Safety"

Current 38% GenPo, /56% OE]	H1 Goal 60% GenPop/OE	Long-Term Goal 80% GenPop/OE
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Slide 110 Notes

Consumer Awareness of Safety Commitment and Products
Insurance Comprehension
Education

Slide 110 Comments

- 1 +kateparker@uber.com is 90% for "safety commitment" the end of H2 goal?
 Danielle Sheridan, 6/28/2018 03:27 PM

Pillar	Milestone/Deliverable	Month (April - June)	Owner	Scope
Safety Sentiment	Internal Culture Initiative - Take a Stand for Safety	April	Andrew / Jesse	Global
Education / Awareness	Dara Safety Moment	April 12	Brooke	US
Education / Awareness	Sexual Assault Awareness Month	April 16	Kate	US
Education / Awareness	Driving Time Limit Roll-Out	April 11 - May 2	Patrick	EMEA
Education / Awareness	Awareness Campaigns (7 actions)	April	Paulo	LatAm
Education / Awareness	Project Z Campaign	May	Nick	US
Sentiment	Safety Narrative	May	Kate / Brooke	Global
Sentiment	Safety Brand Survey 2018 Wave 1	May / June	Hollis	US, BZ, MX, AU, IN
Community	Crime Stoppers / See Something Say Something	June	Kate	Global

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Slide 111 Notes

Our Goal: to land a “change moment” putting Dara’s safety stamp on our product and marking a new emphasis on safety going forward for Uber. This is a reset and our future actions will serve to validate this new commitment going forward.

Safety Sentiment Pillar

Pillar Owner

[Key links](#)

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Safety Sentiment

Core Team

The “Core Team” that will support the Pillar Owner to deliver on our strategy in 1H2018 includes:

Global Partners	Functional Partners
US&C Danielle Portugal Ali Quarforth Peyton Newquist	Safety Brand Kate Parker Jesse Goodman Cameron Zick Brad Rulla
LATAM Isabel Del Val Marcio De Meo	Market Research Hollis Shoor Abbie Ding
INDIA Lavani Agarwal Prasidha Menon	Policy Nadia Anderson
APACx Christopher Brummitt Jenna Collard	Legal Scott Binnings
EMEA Joanne Kubba Badia Berrada Mallory Warner	Product Sachin Kansal
IRT Roger Kaiser	Comms Brooke Anderson Andrew Hasbun Tracey Breeden

Safety Sentiment: Problems & Opportunities

Accuracy

- Safety is a highly complex topic that varies based on environmental factors, internal variables and situational nuance
- Every claim we make must be backed up by proven fact, and stress-tested for vulnerabilities
- Working together, our claims must tell a **consistent story**, with accuracy across and in regions.

Empathy

- Hundreds of severe incidents hit the press every day
- We struggle to connect or communicate the emotion behind safety
 - Customer service (tone, response, timeliness)
 - Lack of prioritization of safety in practice

Alignment

- *External* - Different messages and strategic approaches are being communicated to external audiences
- *Internal* - Many employees do not understand or see how the business prioritizes safety

Safety Sentiment: Strategy Statement

Our Vision is to provide...

A consistent, accurate and empathetic global approach that shows our employees, consumers, media, regulators, and the public that we care deeply about Safety—inside and out.

And in this journey, we will...

- Listen and learn to understand what safety means to our constituents, and uphold a firm responsibility to do our part.
- Demonstrate our commitment to safety through concrete actions and a human-centric approach.
- Pursue a leadership position in the industry as a responsible, dependable and innovative leader on consumer protection.

How we'll measure success...

	KPI	Current November 2017	Goal H1 2018	Goal Long-term [Multi-year]
Sentiment	<i>Riders / Drivers:</i> % who agree (‘strongly’/‘somewhat’) that Uber is “committed to safety”	US: 55% (R) / 62% (D)*	70%	90%
Sentiment	<i>General Population / Opinion Elites:</i> % who agree (‘strongly’/‘somewhat’) that Uber is “committed to safety”	US: 38% (GP) / 56% (OE)*	60%	80%

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Safety Sentiment: Big Rocks

Big Rock	Top Projects (2 - 5 highest impact)
Understand safety sentiment	<ul style="list-style-type: none"> - Safety Sentiment Market Research Tracker (2x a year; top markets) (Expanded!) - Global Stand for Safety KPIs (3x - Global Reputation Survey) (Existing!) - Sentiment insights for top focus areas* (New!): <ul style="list-style-type: none"> - <i>Women's safety</i> - <i>Emergency Response</i> - <i>Insurance</i>
Build an inspiring narrative	<ul style="list-style-type: none"> - New Safety Narrative with global messaging structure / anthem film (New!) - New Safety Comms/Policy one-pagers (Improved!) - Safety & Insurance Global Brand Guides for Regional Consistency (New!) - Website Revamp, including sections dedicated to core consumer safety issues (i.e., screening) (Improved!) - Regional Brand Marketing Campaigns (Improved!)
Internal engagement and focus	<ul style="list-style-type: none"> - See Something / Say Something internal culture initiative (New!) - All Hands Regular Updates and team@ emails calendar (New!) - Internal engagement / volunteering initiative (Expanded!) - Regional educational Summits and Town Halls (Expanded!)

* Putting these projects in Need Prioritization, because important to understand underlying needs of these issues before developing solutions and executions. Once completed will likely require messaging optimization research

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Education & Awareness Pillar

Pillar Owner

[Key links](#)

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Education & Awareness

Core Team

The “Core Team” that will support the Pillar Owner to deliver on our strategy in 1H2018 includes:

Global Partners	Functional Partners
US&C Danielle Portugal Ali Quarforth Peyton Newquist	Marketing (PMM and Marketing Strategy) Kate Parker Nick Silver James LaVela Carley Lake
LATAM Isabel Del Val Marcio De Meo	Policy Jena Wu Nadia Anderson
INDIA Lavani Agarwal Prasidha Menon	Legal Scott Binnings
APACx Christopher Brummitt Jenna Collard	Product Sachin Kansal
EMEA Joanne Kubba Badia Berrada	Comms Brooke Anderson Susan Hendrick Jodi Page

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Education & Awareness: Problems & Opportunities

- **Safety positively impacts trust** : Safety is the biggest driver of trust among riders and the second biggest driver for drivers.
- **Sexual assault**: Current and prospective U.S. women drivers are twice as likely to be concerned about being sexually assaulted or harassed compared to male drivers
- **Lack of awareness**: Uber has a lot of powerful safety features that impact perception, but current awareness among existing Riders and Drivers is extremely low. Examples include:
 - Background screening
 - Insurance
 - Customer Support
 - Emergency SOS
- **Lack of visibility**: Uber's commitment to safety is not visible within our app, on our homepage, and has not been prioritized in our marketing to riders and drivers.

Education & Awareness: Strategy Statement

Our Vision is to provide...

broad consumer awareness of powerful safety products that help reduce risky scenarios (physical, emotional or financial/cyber safety harm) thereby increasing user confidence and certainty.

And in this journey, we will...

- Educate consumers about what we do for safety and what the Uber app makes possible.
- Position and differentiate Uber as a leader in safety product by consistently highlighting features and initiatives that raise the bar

How we'll measure success...

	KPI	Current November 2017	Goal H1 2018	Goal Long-term [Multi-year]
Sentiment	<i>Riders / Drivers:</i> % who agree ('strongly'/'somewhat') that Uber is "committed to safety"	US: 55% (R) / 62% (D)*	70%	90%
Sentiment	<i>General Population / Opinion Elites:</i> % who agree ('strongly'/'somewhat') that Uber is "committed to safety"	US: 38% (GP) / 56% (OE)*	60%	80%
Awareness	<i>Riders / Drivers:</i> % who cite aided the awareness of safety features that "make them feel a lot safer"	US Riders: Insurance (16%) US Drivers: Customer Support (49%)	70%	80%

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Education & Awareness: Big Rocks

2 Big Rock	Top Projects (2 - 5 highest impact)
Awareness of Safety Products and Systems	<ul style="list-style-type: none"> • Drive Time Limit (New!) • Emergency Response Button (New!) • Safety Center / Share Trip (New!) • Rider Identification (Improved!) • Safe Driving (Seatbelt, Crash Detection, Speed Alerts, Bike Lane Alerts) (New!) • Evergreen Campaign for Top Performing Existing Features - Rider & Driver (Repetition & Clarity)
Insurance Comprehension	<ul style="list-style-type: none"> • Insurance Awareness "101" Campaign (New!) • Revamp Website to clarify offerings (Repetition & Clarity) • Insurance Information Hub In-App (New!) • Lifecycle for Insurance Coverages-Driver Injury Protection (Repetition & Clarity)
Prevention Education	<ul style="list-style-type: none"> • Anti-Sexual Assault / Harassment (Repetition & Clarity) • Reporting an Incident (Repetition & Clarity!) • Safe Driving Tips (Repetition & Clarity) • What to do in an Emergency (Repetition & Clarity!)

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Slide 123 Comments

- 1 Shouldn't this be coupled with "reporting an incident" instead of a standalone?
Brooke Anderson, 3/8/2018 07:24 AM
- 2 do you mean tips? hard to tell from the comment box
Kate Parker, 3/8/2018 07:24 AM

Community Contribution Pillar

Pillar Owner

[Key links](#)

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Community Contribution

Core Team

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Global Partners	Functional Partners
US&C Danielle Portugal Ali Quarforth Peyton Newquist	Marketing (PMM and Marketing Strategy) Kate Parker Nick Silver Carley Lake James LaVela Johnathon Purcell
LATAM Isabel Del Val Marcio De Meo	Policy Jena Wu Nadia Anderson
INDIA Lavani Agarwal Prasidha Menon	Legal Scott Binnings
APACx Christopher Brummitt Jenna Collard	Product Sachin Kansal
EMEA Joanne Kubba Badia Berrada	Comms Brooke Anderson Kayla Whaling Tracey Breeden
	Business Development Sami Braun
	Law Enforcement Mike Sullivan

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Community Commitment: Problems & Opportunities

To use a friend...

You need to make one first

- As an industry leader and disruptor that's connecting millions of people, we are (rightfully) held to a very high standard on safety
- It's critical to constantly build and strengthen relationships with local authorities and top-tier organizations
- In order to be respected thought leaders on safety in the communities we serve, focusing on trip safety isn't enough. We must go beyond and reach for ways to build safer cities.

Community Contribution: Strategy Statement

Our Vision is to...

Demonstrate Uber's unique role in contributing positively to city safety

And in this journey, we will...

Be willing to take advice

Humility is key. People want to help us, but we need to be ready to make actual changes. There's a lot of hard work to be done internally and behind the scenes to build trusting relationships.

Strategically allocate budget

Our partners are often strapped for resources and depend on corporate sponsorship to stay afloat and operational.

Start early

Being proactive shows we are genuinely committed to safety and not just responding to bad incidents or press

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How we'll measure success...

	KPI	Current November 2017	Goal H1 2018	Goal Long-term [Multi-year]
Sentiment	<i>Riders / Drivers:</i> % who agree ('strongly'/'somewhat') that Uber is "committed to safety"	US: 55% (R) / 62% (D)*	70%	90%
Sentiment	<i>General Population / Opinion Elites:</i> % who agree ('strongly'/'somewhat') that Uber is "committed to safety"	US: 38% (GP) / 56% (OE)*	60%	80%
Awareness	<i>Riders / Drivers:</i> % who cite aided the awareness of safety features that "make them feel a lot safer"	US Riders: Insurance (16%) US Drivers: Customer Support (49%)	70%	80%

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Community Contribution: Big Rocks

Big Rock	Top Projects (2 - 5 highest impact)
Law Enforcement	<ul style="list-style-type: none"> • Crime Stoppers, See Something / Say Something Partnership (New!) • Check Your Ride Campaign (Repetition & Clarity!) • Select conference and relationship support (Repetition & Clarity!) • Emergency Policy - initiative to clarify how Uber responds to emergency and how we can help
Road Safety (DUI, Drowsy Driving)	<ul style="list-style-type: none"> • Global Corporate Responsibility Platform for DUI 2.0 (Repetition & Clarity!) • Drowsy Driving Partnership Commitments (New!) • Select policy and thought leadership events (Repetition & Clarity!)
Gender-based violence (sexual assault, human trafficking)	<ul style="list-style-type: none"> • Partnerships with strategic, top-tier nonprofits (New!) • Hero driver stories (Repetition & Clarity!) • Select thought leadership events and conferences (Repetition & Clarity!)

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UPDATES IN
PROGRESS

Timeline - H1 2018

	Q1			Q2		
	JAN	FEB	MAR	APR	MAY	JUN
Education / Awareness		Internal Employee Campaign (G)		Emergency Response (US)	Safety Center / Share Trip (US)	Safe Driving (G?)
			Insurance 101 (US)	Sexual Assault Prevention (US)	Seat belt safety	
		Drive Time (US)	Drive Time (FR)	Awareness Campaign, Evergreen & Always-On Safety / Coverages (G)		
Community Commitment	Human Trafficking (US)				Crime Stoppers / See Something Say Something (US)	
Sentiment				Safety Narrative (G)		
	Q4 2017 Safety Brand Survey (US, BZ, MX, AU, IN)				Safety Brand Survey (US, BZ, MX, AU, IN)	

G: Global;

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UPDATES IN
PROGRESS

Timeline - H2 2018

	Q3			Q4		
	JUL	AUG	SEP	OCT	NOV	DEC
Education / Awareness				Education Prevention (G)		
	Awareness Campaign, Evergreen & Always-On Safety / Coverages (G)					
	Family / Parent Safety Tips (G)			SA (?) Global		
Community Commitment				Drowsy Driving Week (G)		
	DUI (G?)			DUI (G)		
Sentiment				Safety Brand Survey (US, BZ, MX, AU,, IN)		

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Appendix

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Slide 132 Notes

Thank you

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